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ABSTRACT

A community analysis study of Arlington, Massachusetts was undertaken to evaluate Robbins Library's activities and services and provide a base for developing short and long range goals and objectives responsive to community needs. Data was derived primarily from 1970 census data and various reports or studies compiled by the library and other governmental agencies. Presented in five chapters, Chapter I provides an introduction, purpose and scope of study, and methodology employed in gathering data. Chapter II analyzes and discusses the physical and demographic characteristics of Arlington--its size, origin, governmental structure, economic/commercial establishments, educational and cultural institutions, and census tract profiles. Chapter III analyzes the library system's resources, collections, policies and procedures, personnel policies and practices, salaries, tax base, and book expenditures. Chapter IV identifies, describes, and analyzes the library's information and technical services; borrowers' characteristics by age and sex; and circulation by census tract, age, and sex. Conclusions and a list of 33 recommendations are presented in Chapter V. Evidence gathered from the study supports the need for a substantial addition to the main library, a book security system, a massive initial and continuous weeding program, more programming and special services, and a more active public relations program.
(JPF)

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AN ANALYSIS OF ARLINGTON, MASSACHUSETTS
AND ITS ROBBINS LIBRARY

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FOREWORD

Most of the research of this self-study was conducted during May and June of 1977 from techniques and inspiration provided by an "Institute on Developing Public Library Services Responsive to Community Needs", which was sponsored by the United States Office of Education in September, 1975, and attended by one of the authors. The driving force behind that institute and the concept of library/community analysis was and is Roger Greer, formerly of the Syracuse University School of Information Studies and presently the Director of the Community Analysis Institute of the University of Denver.

Whether it results in a formal comprehensive document or merely in the gathering of good information on key points of the public library and its relationship to the community it serves, this type of approach is one of the best methods for working toward making certain that a public library is the public's library in relating library services to local needs. For providing the means of analyzing this relationship and the articulation of philosophies as to why it should be explored, we owe a debt of gratitude to Dr. Greer.

Locally, we would like to acknowledge the cooperation we received from many town offices and community agencies. The list is too long to mention each, but we would like to single out Gail Baron and the Arlington Planning Department for their particular contributions.

We also appreciate the cooperation of our fellow librarians in neighboring communities and the Planning and Evaluation Unit of the Massachusetts Bureau of Library Extension for their help in providing data for personnel and collections comparisons. Our thanks is also extended to Barbara Nelson, one of the authors of the Beverly (Mass.) Public Library self-study, and now of the Framingham (Mass.) Public Library, for her input and comments on this document.

The input and support of the Robbins Library Board of Trustees and its continued dedication to the Library is most appreciated. The Trustees initiated this study and have been involved in several discussions of its findings, but its contents remain the opinions and observations of the authors and do not necessarily reflect the feelings of the Board members individually or collectively.

We also owe a great debt to the entire staff of the Robbins Library system which not only aided in the compilation of this material but also put up with scheduling changes and our rantings and ravings as this was put together. We are especially grateful to Dot Rankine for her cover handiwork, Sandy Jackson for her marathon typing contributions, and most particularly to Jill Amidon who not only did significant typing, editing, creating of graphs, but has been an integral part of this project from the beginning.

These and many others really made this analysis happen. We are truly grateful.

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CHAPTER I. INTRODUCTION

The town of Arlington, Massachusetts, is a rather unique community with a dense population of relatively well-educated, primarily white collar people situated in a transitional geographic position between the calm of its predominantly residential suburban neighbors and the crowding and hustle of Boston proper.

A public library is also unique. There is no other agency that is geared to meet the vast range of interests and needs represented in a community. The Robbins Library has had and still maintains a high standard of public service philosophy and is providing valuable service to the town. It is in need, however, of evaluating its present activities to provide a base for making decisions to ensure its efficient and effective future development.

Purpose and Scope

The purpose of this study is to help prepare that base by doing three things: (1) analyzing the community in some depth to determine the many facets of its existence - physical, economic, demographic, and social - and their possible implications for library services; (2) evaluating present library resources and services to determine, in general, in what areas improvement should be considered; and, (3) to lay the foundation for the development of short-and long-range goals and objectives that should be set to ensure that the library is meeting those community needs.

It is also hoped that this study will be of value to any library planning or evaluating that might be done at a later date.

Methodology

Different methodologies were employed for the data collection, depending on the nature of the required information. The community analysis, including population characteristics and development projections, was derived primarily from written sources

which included 1970 census data and various reports or studies done by or for other governmental agencies. The census data, in particular, was analyzed and arranged in such a manner as to be the most valuable for the purposes of the study.

The library analysis and evaluation was derived from a combination of comparisons with library standards, data gathering from various library studies and regular reports, and random sampling techniques for specific areas of the library's services. Samples of the book holdings, registration file, and circulation for both adults and children were taken. It should be emphasized that these use samples represented only one loan period, chosen arbitrarily in keeping with the time frame of the study. Therefore, the information these samples generated may in no way be literally generalized for the year. However, these data are indicative of trends which are important to the context of this study.

CHAPTER II. THE COMMUNITY

A. Physical Characteristics

The town of Arlington is located in Eastern Massachusetts in Middlesex County, the oldest in the nation. It is bordered by Winchester on the north, Medford and Somerville on the east, Cambridge and Belmont on the south and Lexington on the west (see Figure 1). Arlington is easily accessible from I-93 to the north and the Massachusetts Turnpike, I-90 to the west. With a 1975 population of 50,223, Arlington is one of the 400 largest communities in the United States and the seventh¹ most densely populated community in Massachusetts.

Arlington's² land area covers 5.18 square miles or 3231.3 acres.² An additional 286.2 acres encompasses several bodies of water: Millbrook flowing from Lexington through the central valley to lower Mystic Lake; Alewife Brook which forms the eastern boundary of the town, Mystic River which forms the northern boundary, Spy Pond, the Reservoir and the Upper and Lower Mystic Lakes.

Approximately one third of the town which is east of Arlington Center is relatively low and level with elevations from 10 to 50 feet above mean sea level. The remainder of the town includes two hilly areas north and south of Millbrook Valley with elevations from 100 to 390 feet above mean sea level. Outside the heavily built up area soils of hilly areas are moist but somewhat stony. The soils of lower elevations tend to be wet.

Arlington is divided nearly in half by the east-west axis of Massachusetts Avenue. Much apartment development has occurred near this axis. Massachusetts Avenue forms the commercial spine of the town and is characterized not only by high density strip development but also by the interspersing of commercial and residential areas. There are three distinct nodes of commercial activity: the Center, East Arlington and Arlington Heights.

Figure 1.

ARLINGTON'S GENERAL LOCATION

4



East Arlington, the most densely populated neighborhood in the town, is a long established stable area of mostly two family homes. It is bounded by Mystic Valley Parkway on the north; Alewife Brook Parkway on the east; Route 2 on the south and Spy Pond and Arlington Center on the West. Its 1100 acres occupies roughly the eastern third of Arlington's land area. Land use within the neighborhood is 90% residential although there are some commercial land uses along Massachusetts Avenue and Broadway. Industrial uses are almost non-existent. While the East Arlington area is subdivided geographically by major arteries, it remains very cohesive, a factor illustrated by the existence of the East Arlington Residents Association.

Arlington Heights is generally less densely developed than the East. Lots are larger and single family homes are more predominant. Older two and three story commercial structures exist along Massachusetts Avenue and Park Avenue intersections. Topography contributes to the character of the area. Arlington Heights is located in a very narrow portion of the Millbrook Valley. Residences line the hills to the north and south. Only a limited amount of land was available for commercial and industrial development. Both East Arlington and the Heights area have traditionally been considered as "neighborhoods".

Arlington Center has historically been the focal point of the town and it is here that the main library is located. The Center area is characterized by older predominantly brick retail structures and by several public and religious structures. The majority of the retail buildings are two stories in height and were built during the latter part of the 19th and early 20th centuries. The historic and aesthetic character of the Center is created by the Robbins Library, Whittemore-Robbins House, Robbins Memorial Town Hall, and the Jason Russell House. One of the most impressive areas in the Center is the Winfield Robbins Memorial Garden, designed by the Olmstead Brothers, America's first great landscape design firm. Adding to the attractiveness of the garden is the bronze statue of the Menotomy Indian, created by Cyrus Dallin. Just outside this business area are a variety of land uses including one, two, and multi-family houses.

B. Origin

Arlington as a settled community will be 350 years old in 1985. It was first settled in approximately 1635 by colonists who were attracted by its fertile fields and swift running streams. Early settlement in Menotomy, as it was originally called, began in the center area due to arable land there. The growth and development of the town depended largely on two factors: the laying of Massachusetts Avenue along its entire length and passage of Millbrook. Millbrook Valley has always remained the focus of the town; in 1636 Massachusetts Avenue (then Concord Road) was laid through it as the road from Cambridge to the town of Concord.

Farming prospered along the Brook and by 1732 there were enough people in Menotomy to petition to be established as the Second Parish or Northwest Precinct of Cambridge. However, the town continued to be popularly known as Menotomy.

The people of Menotomy played a significant role in the American Revolution. It was here that the most desperate and deadly battle occurred on April 19, 1775. Forty British soldiers were killed and eighty wounded, at least half the day's casualties. Of the 49 Americans killed that day, at least 25 died in Menotomy; another ten were wounded and three taken prisoner.

By 1803 a scattering of homes was located along what is now Massachusetts Avenue and Pleasant Street. In the early 19th century additional mills and farms were established. In 1807 the precinct was populous enough and so distinct from the rest of Cambridge that it became a separate town - West Cambridge.

Crucial in the growth of the town was the development of the transportation network. The first in a succession of local mass transit systems was instituted in 1838 with an omnibus shuttling between Boston and West Cambridge. In 1859 horse-car service was initiated. Electricity replaced the horses in 1889; service was extended to Arlington Heights in 1894 and by the end of the century double tracks were laid the entire length of town. By 1840 the short line railroads were beginning to spread around Boston and by 1849 the Lexington and West Cambridge Railroad had been built through the town.

Development in the town by 1852 still existed only along the main arterial railroads, Massachusetts Avenue, Broadway and Pleasant Street. The three rail depots were located in East Arlington at Lake Street, in Arlington Center and in Arlington Heights at Park Avenue.

Sawmills, grist mills, paint, spice, drug and woodworking mills, shoe factories, calico stamping work, ice tool manufacturers, ice industry, oval and round picture frames, and greenhouse gardening (by 1892 more acreage was devoted to greenhouses in Arlington than in any other locale in the nation³) were all major industries in Arlington at one time.

In 1867 in order to distinguish itself further from the parent community and honor the civil war dead, the town changed its name to Arlington.⁴ In this same year occurred the beginning of the development of streets in East Arlington, north of Massachusetts Avenue. The first planned subdivision of land and the layout of streets was made in the Arlington Heights area in 1872.

By 1889 the electric street railway system ran between Harvard Square and Arlington Heights along Massachusetts Avenue. This factor was very significant in the suburbanization of Arlington and the creation of a commercial spine. In 1896 the second major division of land was laid out, also in the Arlington Heights area. Although the latter 19th century saw more and more residential development, farming and market gardening were long successful enterprises.

By the turn of the century Arlington was a relatively modern community. All the residentially and industrially developed areas of the town were served by the town water supply. The impact of technology was increasingly felt in the 20th century. Streetcars and trains began the suburbanization of metropolitan Boston and started a push for residential development in East Arlington, a process that accelerated sharply with use of automobiles in the 1920's. With the advent of the automobile, residential areas were created away from transportation lines.

While the direction and development of land use patterns prior to 1920 were chiefly due to physical conditions and the transportation network, in 1924 the first zoning law was established, thus legally reinforcing previous patterns of growth. With the

staggering increase in population (Arlington's dwellings quadrupled in the 40 years between 1875 and 1915), the vast majority of remaining agricultural and vacant land was subdivided and further redeveloped either for commercial or residential use.

C. Government

Arlington has a long tradition of direct citizen participation in local government through the New England town meeting. By a series of actions it has modified and modernized its government to provide a more manageable and effective town meeting and efficient executive branch. In 1921, after 300 years of open town meeting, Arlington established a more limited form consisting of elected representatives. In 1935 Arlington became the first town in the Commonwealth to adopt the Standard Form of Representative Town Meeting Government. After the rapid growth in population in the 1940's, demands for greater efficiency in the management of town government and the need for additional services, voters in 1952 accepted the Town Manager Act and the first Town Manager was appointed in 1953. Presently there are 252 elected Town Meeting members apportioned to each of 21 precincts. The term of office is three years and they receive no salary. Every item of business acted upon by town meeting is included as an article in the Town Warrant which is compiled by the Selectmen and distributed to every household in Arlington. Articles are submitted by town boards and officials and by any group of ten or more registered voters. Town Meeting meets annually in March and special town meetings are convened when necessary to consider urgent business.

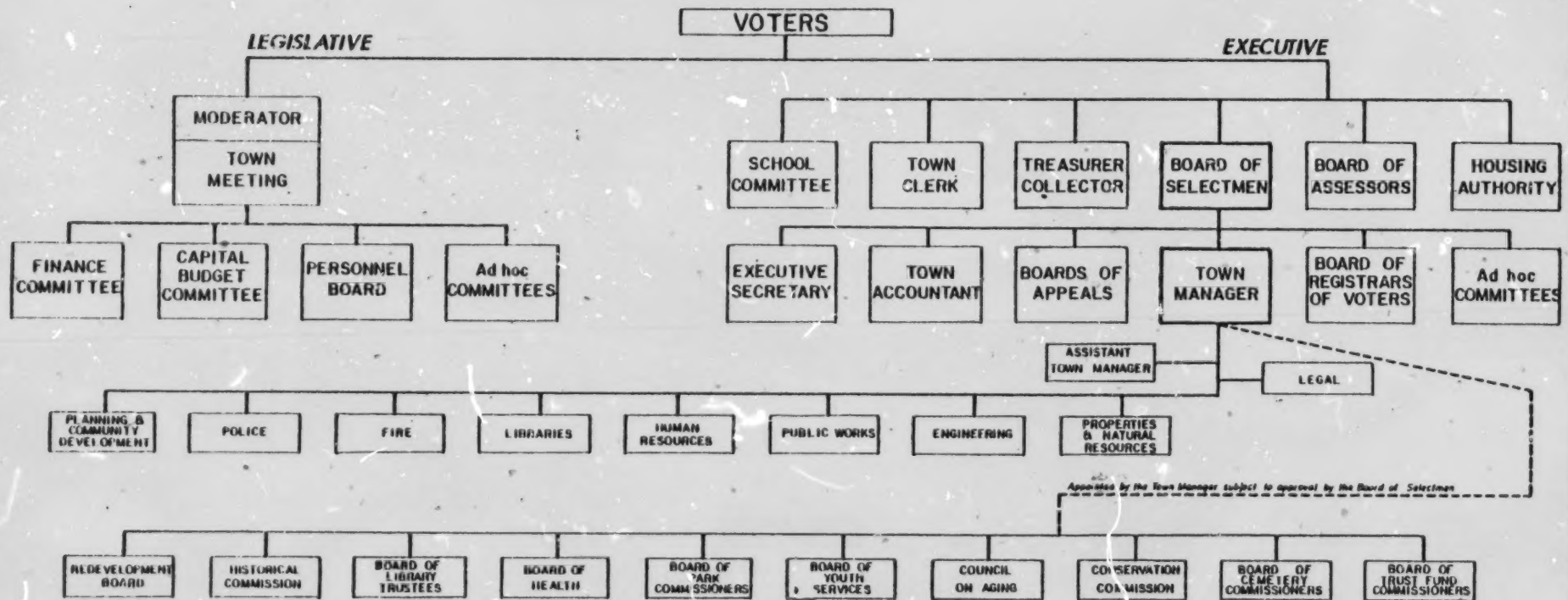
Appointed by the Board of Selectmen the Town Manager is the chief administrative official of the town and responsible for the effective day-to-day operation of town services and departments excluding the schools. He appoints most non-elected town officials; however, this appointing authority is limited somewhat since most of his appointments are approved by the Board of Selectmen.

The five member Board of Selectmen, elected for overlapping three year terms, serve as the executive branch of town government. They are responsible for the formulation of town policy, the observance of state laws and the administration of town meeting decisions when it has jurisdiction. The Board holds

Figure 2.

ARLINGTON TOWN GOVERNMENT ORGANIZATION CHART

TOWN OF ARLINGTON



public meetings every Monday evening to act upon citizen requests as well as to conduct their regular duties.

The Arlington School Committee as with all other school committees in the Commonwealth is responsible for the education of all Arlington children. It is a board of nine unpaid members elected townwide; three members are elected annually for three year terms.

Other elected officials include town clerk, treasurer-collector, three member Board of Assessors, Town Moderator, and the five member Housing Authority.

The Finance Committee, composed of 21 registered voters, one from each precinct, are appointed for three year overlapping terms. Before every town meeting this committee prepares printed recommendations on each article in the warrant except those having to do with zoning and non-money. Although chiefly an advisory body, the Finance Committee does have the authority to vote transfers from the reserve fund and to examine the financial records of any town board or official.

During the last eight years a series of reorganizations in town government administration have taken place, reflecting a continuing concern on the part of town officials in maintaining an efficient and modern form of government.

The town government organization chart (Figure 2) serves to illustrate the relationship of town departments and committees. Of special significance to the library are the numerous advisory and study committees appointed in conjunction with town meeting. These bodies often issue reports to the annual town meetings; while the Library often receives copies of these reports, formal arrangements should be made to insure their receipt as well as that of the reports of town departments.

D. Transportation

Arlington is located in the northwest travel corridor of the Boston metropolitan area. It receives subregional service from Massachusetts Avenue (State Route 3 and 2A east of Arlington Center), Summer Street (State Route 2A), Mystic Street (State Route 3 - which also provides somewhat regional service), Pleasant Street (State Route 60), Park Avenue, Mystic Valley

Parkway and Broadway. Route 2 which separates Arlington from Belmont, provides direct access to Route 128 and communities lying west of Arlington as well as access to downtown Boston via Storrow Drive. Several of the north-south roadways in Arlington serve as feeders to Route 2. State Route 60 connects to Interstate 93 and thus provides an alternate route to Boston and is in an advantageous location as regards to Logan Airport. Arlington is in an advantageous location as regards to major highway accessibility to the New England area.

In Millbrook Valley principal traffic is orientated in an east-west direction and is handled by Massachusetts Avenue and Summer Street. North-south traffic movement is served by Mystic Street and Pleasant Street in Arlington Center and by Park Avenue in Arlington Heights. The intersection of Massachusetts Avenue, Mystic Street and Pleasant Street experiences an unusually high degree of traffic congestion due to high vehicular volumes eastbound along Massachusetts Avenue. This intersection accounted for the highest number of accidents recorded in Arlington during 1970 when a traffic study was undertaken (see Figure 3).⁵

Access to the Main library is directly affected by the volume of traffic along Massachusetts Avenue. During congested traffic conditions, turning movements from the Library parking lot left onto Massachusetts Avenue are often obstructed.

Parking within the Center is inadequate. In communities such as Arlington people are usually not willing to park more than 300 to 400 feet from their shopping destination.⁶ The large municipal parking lot can only serve a small portion effectively. Similarly the parking lot on Water Street is located off Massachusetts Avenue and not visible from the Library or shopping area. On the street metered parking is available, a condition which only adds to the congestion in the area. The lack of sufficient parking around the Main Library is of continual frustration to both staff and library user.

Bus service in Arlington consists almost entirely of MBTA operations. Access to downtown Boston is provided underground from Harvard Square via the Red Line. Regular service exists from Arlington Heights and the Center to Harvard Square and Lechmere. Frequent service is also provided to Lexington,

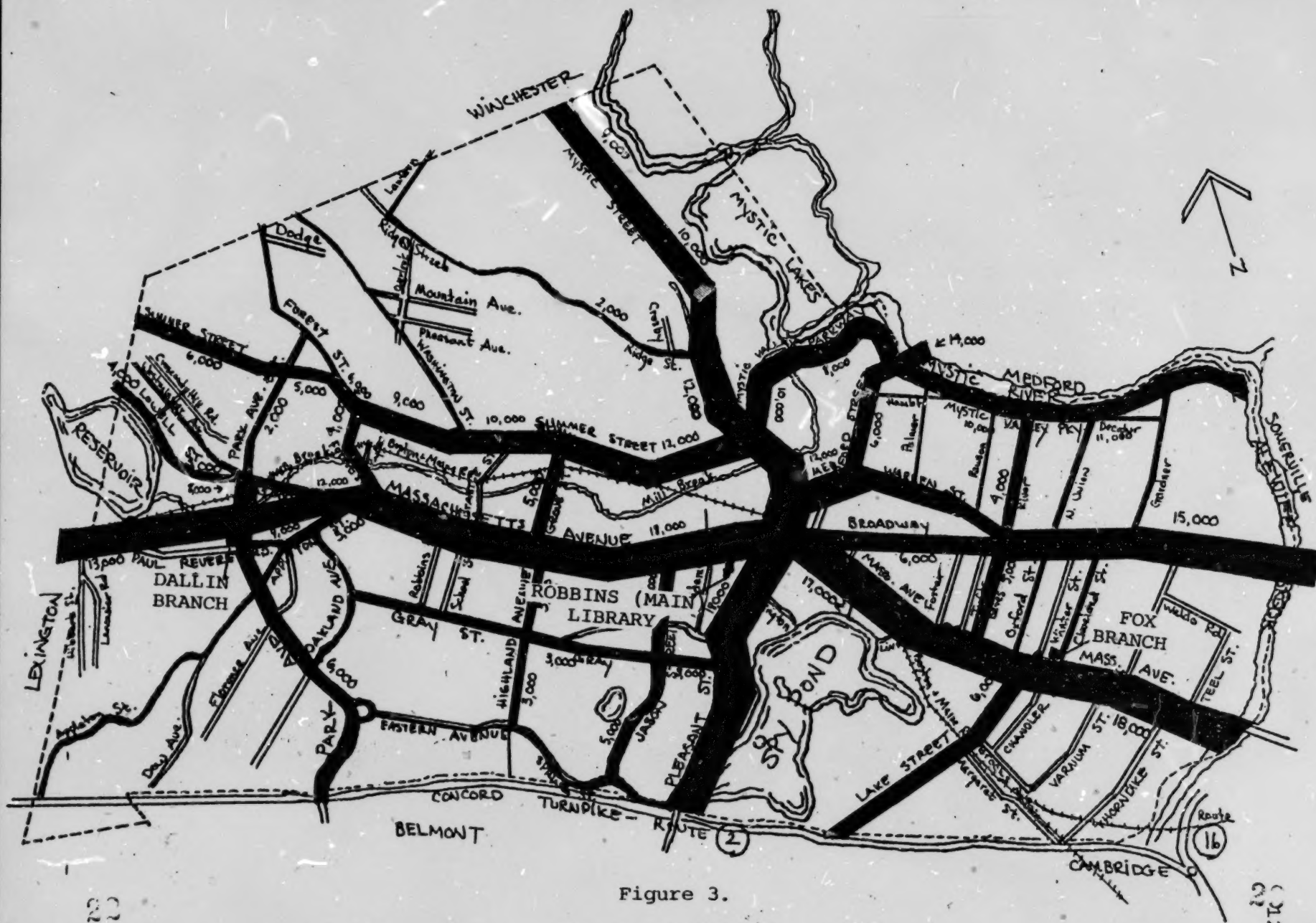


Figure 3.

TRAFFIC FLOW MAP

C 12

Hanscom Air Field and Five Forks. No public transit connects directly from Arlington to Belmont, Winchester or Somerville. No service is available along Pleasant Street or Park Avenue. The Main Library and the two branches are strategically located as regards to bus service along Massachusetts Avenue. However, the lack of bus service along Park Avenue may serve as a deterrent to use of the Dallin Library by the elderly and children, in particular, because of the hilly area.

The only other existing transit consists of a Boston and Maine commuter train whose service is less than adequate and is not used to any appreciable extent by Arlington residents.

The proposed Red Line Extension from Harvard Square to Arlington will have significant impact on the physical character of the Center and the economic growth and quality of life in Arlington. A vast amount of research has been compiled on the impact of the Red Line Extension and these studies are available at the Library.

The current position of Town officials on the Red Line is that it must be built completely underground along the alignment of the B&M Railroad through Arlington; it shall not terminate within the boundaries of the town and it must ultimately be extended to Route 128. Plans call for the development of a linear pedestrian walkway and bicycle path on top of the transit line in place of the existing railroad. The Department of Planning and Community Development also hopes that rapid transit through Arlington will act as a catalyst for economic development and that a transit station in Arlington Center will allow the town to develop the center into a modern commercial area.

E. Economic/Commercial

The following table illustrates Arlington's tax base; the figures are taken from a section of the Town Budget which compares various factors for Arlington with the same factors for eighteen other communities in Greater Boston.

TABLE 1 . ARLINGTON TAX BASE

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<u>Component</u>	<u>Per Cent</u>	<u>Arlington's Rank with other towns</u>
Residential Property	80.8%	6
Commercial Property	15.0%	8
Personal Property	3.3%	14
Industrial Property	1.0%	15
		Median: 10

The low percentages for commercial and industrial property mean that tax increases have significant impact on individual property owners. These figures also mean that the most important factor in the Town's ability to pay is the value of the residential property (or the full value tax assessment). In FY 77, Arlington ranked 13 or three below the median in the full value tax assessment. This ranking means that a higher tax rate would be required in Arlington than in other communities to raise the same dollar amount. Thus, it becomes easier to understand why Arlington ranked eighth or two above the median in the full value tax rate for FY 75 and FY 77.⁸ These factors have contributed in recent years to an increased citizen sensitivity to the cost of municipal services and an added effort on the part of the Town Manager's Office to hold down budgets under his control.

Since a significant change in the commercial and industrial base of the town would result in an increase in the tax burden to the homeowner and affect the quality of life within the community, it is important to review recent changes and trends which have taken place in these sectors. Table 2 illustrates the changes which took place between 1950 and 1975 in various industry groups.

In 1976, 583 firms reported by the Massachusetts Division of Employment Security had an annual payroll of \$47,577,600 and employed an average of 5,466. The wholesale and retail industry was the most important to the economy of the town, employing 34.4% of the average reported employment, and accounting for 33.3% of the total number of firms, second was the service industry with 28% of the number employed and 31.9% of the total number of firms; third was the Transportation, Utilities and Communications with 14.5% of the number employed and 4.1% of the total number of firms. Certain trends are evident from the figures supplied by the Massachusetts

TABLE 2 .

NUMBER OF ESTABLISHMENTS AND PERCENT OF CHANGE BY INDUSTRY GROUP

Industry Group/Year	<u>NUMBER OF ESTABLISHMENTS</u>					<u>PERCENT CHANGE</u>			
	1950	1955	1961	1965	1970	1975	1961-65	1966-70	1970-75
Wholesale & Retail	217	221	230	226	201	194	- 1.7	- 8.6	- 3.0
Services	122	142	176	172	186	186	- 2.2	+ 6.2	0
Manufacturing	33	32	32	36	34	32	+12.5	- 5.5	- 6.0
Construction	98	131	127	124	95	82	- 2.3	-17.3	-14.0
Finance, Insurance and Real Estate	41	37	43	50	45	54	+16.2	- 4.2	+20.0
Transportation Communications & Utilities	28	39	34	31	32	24	- 8.8	+ 6.6	-25.0
Agriculture	10	9	11	11	9	11	0	-18.11	+33.0

Source: Massachusetts Department of Employment Security

Division of Employment Security. Overall the number of people employed in firms located in Arlington has increased by 33% while the number of establishments has declined slightly (3%). Arlington's geographic location is not conducive to the expansion of the manufacturing industry and if the industrial base does expand at all it will probably be in the services sector.

Of major significance to the economy of the town is the state of the wholesale and retail industry. Between 1966 and 1970 there occurred a 8.6% decline in the number of establishments and a 13.7% decline in the number of employees. Between 1970 and 1975 there was a further decline of 3% in the number of establishments but a 24% increase in the number of employees. Approximately 90% of the establishments in this sector (180 businesses) deal exclusively in retail trade. Of these approximately 31% are located in Arlington Center, 16% in East Arlington and another 16.5% in Arlington Heights, accounting for nearly 64% of all retail establishments in the town.⁹

In terms of per capita retail sales Arlington consistently ranked well below the levels of the surrounding towns of Cambridge, Belmont, Lexington, Somerville, and Medford during the years 1965 through 1970.¹⁰

Several factors have contributed to the limited ability of Arlington retailers to compete effectively with neighboring commercial centers: the development of the town historically along Massachusetts Avenue which resulted in a physically dispersed location of retailers; congested arteries of Massachusetts Avenue and Route 60; the division of the center shopping area by Massachusetts Avenue; lack of adequate parking; the small size of stores, and the physical appearance of the shops.

At the 1977 annual town meeting authorization was granted to construct a plaza and parking area on the site of Broadway between Franklin and Massachusetts Avenue using funding from the Federal Community Development Block Grant Program. Plans include the development of new public open space with wider sidewalks, extensive plantings and new pedestrian areas to attract the shopper to Arlington Center.

The future of the business climate in Arlington is not bleak. The Department of Planning and Community Development feels that there are indications that Arlington is doing as well as other communities in the metropolitan area and that a vast majority of establishments in the town enjoy a reasonable amount of success. Planning officials and merchants are addressing themselves to the problem of improving retail facilities in Arlington Center. Through the Model Block Program, the Redevelopment Board and the Department of Planning and Community Development have worked closely with building owners by offering professional guidance in order to create a unified architectural facade of buildings. A major study entitled Arlington Center - Millbrook Valley Plan offers recommendations and a master plan for the revitalization and redevelopment of the commercial district in Arlington Center. While any major overhaul of Arlington Center is contingent upon the extension of the Red Line through Arlington, the town will continue to encourage and support merchants' attempts to enhance the physical appearance of retail facilities, to invest in the improvement of streets, sidewalks, parking areas and trees, and to use federal funds whenever applicable.

F. Land Use

Strongly related to the economic situation, Arlington has a variety of land use patterns; Residential uses occupy 51.9%; Commercial, 2.2%; Industrial, 1.1%; Open Space, 12.3%; Water, 8.1%; Streets and Roads, 17.5%; Public Buildings, Quasi-Public Buildings and Open Space, 1.7% and Vacant, 5.2%.

Over the last 50 years there were approximately 350 attempts to amend the original 1924 set of By-Laws, creating an unsystematic pattern of zoning regulations. The 1975 law eliminated the inconsistencies and established a coherent and clean set of regulations to meet current land uses and to provide for efficient and equitable growth patterns.

There is very little available space to accommodate substantial industrial or single-family residential growth within its 5.18 square miles.

Existing land use is shown in the table below:¹¹

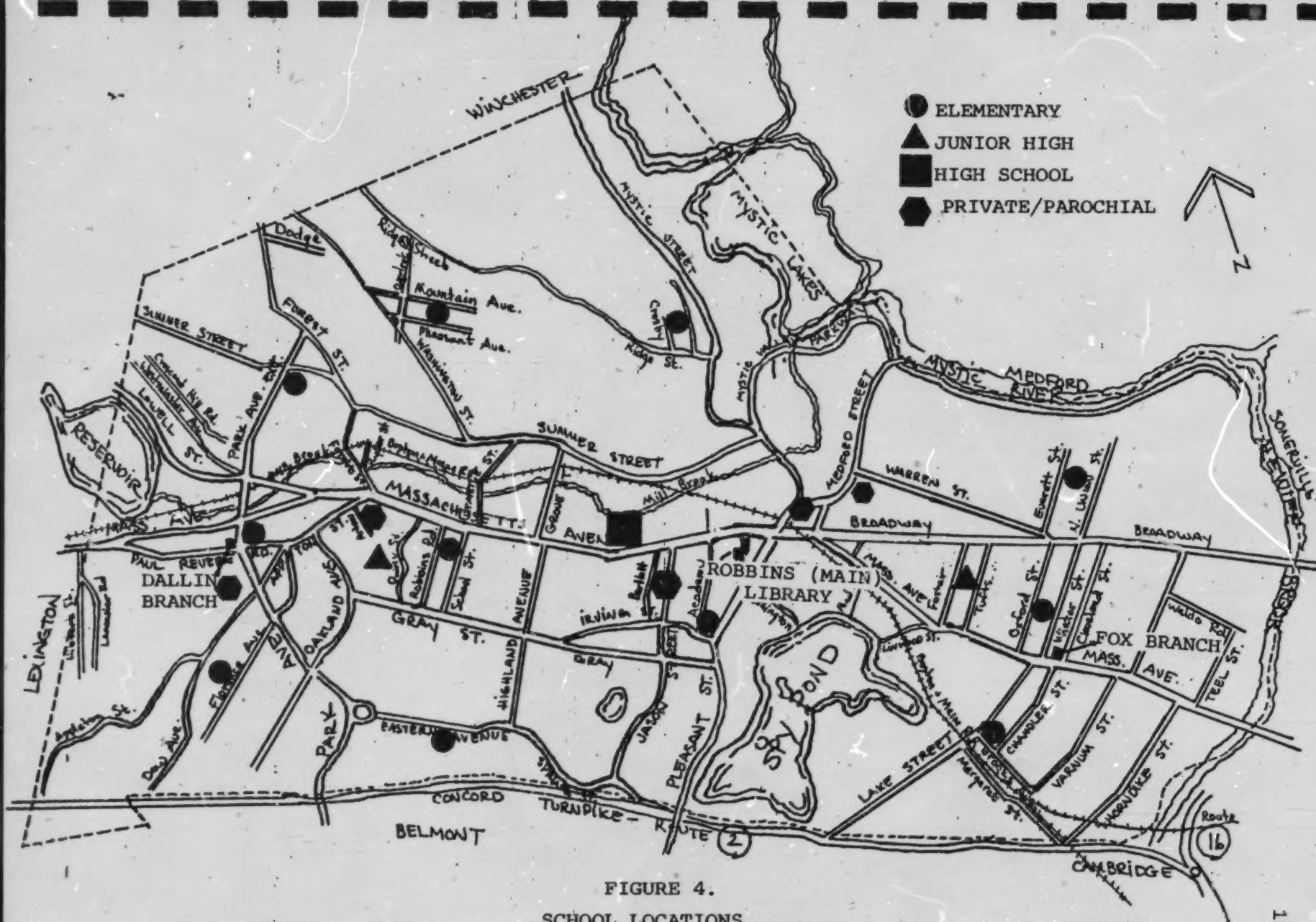
TABLE 3 .
EXISTING LAND USE IN ARLINGTON (1975)

18

	<u>Acres</u>	<u>% of Total</u>
Single Family	1308.0	37.1%
2 Family	396.5	11.2
3-5 Family	26.9	0.8
Multi-Family	95.7	2.7
TOTAL RESIDENTIAL	1827.1	51.9
Commercial	76.5	2.2
Industrial	37.3	1.0
Public Building/Quasi Public Building and Open Space	59.2	1.7
Public Open Space	250.6	7.1
Streets and Roads	618.2	17.6
Water	286.2	8.1
Vacant	184.4	5.2
The Great Meadows	183.0	5.2
TOTALS	3522.5	100.0%

G. Education

Total enrollment in the Arlington school system has experienced a steady decline since 1969 when it reached a peak of 9607 children. As of October 1976, 7690 students were enrolled - a decline of 20%. Divided by age groups, Senior High declined 17%, Junior High 7.3%, and the elementary schools 25.9%. While total enrollment in Arlington's 11 elementary schools is projected to decrease to 6600 by 1980¹² factors such as the tax base, birth rate, real estate market and the town wide climate of opinion regarding the schools may influence enrollment numbers. Declining enrollments have effected the elementary schools as some teaching positions were cut by attrition and proposals to close Locke and Crosby schools were considered although abandoned.



Historically Arlington's excellent school system has contributed to the town's attractiveness as a residential community. Recently, however, with the rising tax rate and inflation Arlington officials have faced serious problems in maintaining quality education. Arlington High School is outmoded and in need of renovation. In 1975 voters twice rejected plans passed by town meeting for a new building. Planning will instead move ahead for a smaller \$10 million high school project. The renovation of the two junior high schools was completed in 1975 providing modern up-to-date educational facilities.

The number of graduating seniors going on to some form of higher education (approximately 70%)¹³ is indicative of the type of service the library is often called upon for.

The learning disability program in the schools involves over 400 students.¹⁴ Educational programs for the handicapped, required under Chapter 766 have continued to grow. Currently all handicapped children (K-8) are integrated for at least some of each day in regular school programs.

Arlington has five private or parochial schools: St. Agnes (K-8, 566 children), St. James (K-8, 228 children), Bartlett (K-6, 210 children) Arlington Catholic (9-12, 604 children) and St. Anne's (7-12, 75 girls). Administrators at these schools report fairly stable enrollment figures over the past five years and do not foresee substantial variation from this trend in the near future. The vast majority of students attending these schools are Arlington residents who use the resources of the library steadily. Statistics compiled by the Arlington School Department show 1203 children enrolled in local parochial and private schools, 458 children in out-of-town schools (plus 280 at Minuteman).

The locations of the various schools in relation to the library facilities are shown in Figure 4.

The projected stability of these enrollment figures together with the decline in enrollment in the public schools would indicate that at least in the near future children's facilities throughout the library system will not need to be expanded considerably once existing overcrowding in the children's room of the main library is rectified.

In 1975 Arlington joined with the surrounding towns of Acton, Belmont, Boxborough, Carlisle, Concord, Lexington, Lincoln, Stow, Sudbury, Wayland and Weston to form the Minuteman Regional Technical Vocational

High School. The school offers both academic and occupational studies in order to provide students with marketable occupational skills and a foundation for further education where appropriate. The total enrollment of the school has grown from 738 students (includes 9 METCO and 2 tuition), in addition to part-time participants in the late afternoon and evening programs, to 994, an increase of 32% in one year. Additional growth should occur with the addition of grade 12 class in 1977-78. Arlington's enrollment as of October 1976 was 280 or 28% of the total.¹⁵

There are approximately ten day care centers and nursery schools in Arlington serving 320 children from the ages of 2 1/2 -5. They vary in cost, facilities, programs and staffing. While most have small book collections, none are extensive. Several use the Library regularly and attend pre-arranged story hours. However, the Library should make an attempt to contact the remaining ones about the feasibility of regularly scheduled visits as well as providing booklists and small deposits. There is no up-to-date listing and description of nursery schools and day care centers available to Arlington residents. The Children's Department of the Library is an appropriate place for both a listing and for more detailed information on the programs, staff, facilities, tuition and hours of these centers.

The adult education program in Arlington is very popular with the community. A total of 89 courses were offered in 1976, taught by a faculty of 65. Enrollment as of November 1976 was 2011 people.¹⁶

TABLE 4 . ADULT EDUCATION PROGRAMS

	<u>Courses offered</u>	<u>students</u>	<u>faculty</u>
Arlington Adult Education Program	65	1554	42
Middlesex Community	18	365	18
Council on Aging	6	92	5
TOTAL	<u>89</u>	<u>2011</u>	<u>65</u>

Classes can roughly be divided into the practical and household arts, adult civic education, business education and academic. Crafts courses and the do-it-

yourself-type are consistently popular and draw larger numbers of people than the academic. Typing and shorthand courses are also very well received. Some of the courses such as quilting and upholstery were so popular that additional classes were started to accomodate those on the waiting list. Adult education courses are also offered to the elderly one afternoon a week in such areas as quilting, knitting and pottery.

Continuing education courses are offered in conjunction with the Middlesex Community College for credit. Several courses were also offered in cooperation with Boston State College for graduate credit.

Since interest shown in various areas in the adult education program is an indication of reader interest, the Library should continually assess its collection in these areas. The adult education program could be serviced by the distribution of booklists of Library's holdings in certain subject areas. The Library should encourage the adult education classes to display their work in the library glass exhibit case. While an annual exhibition and fashion show is held at the high school by the adult education program, additional exposure to the program could be offered by the Library.

Other programs which Arlington residents take advantage of are those offered by the Minuteman Regional Technical Vocational High School, the Old Schwamb Mill, and the Cambridge Adult Education Center. The Library is called upon frequently for the catalogs of these programs, as well as, for numerous others offered in the Greater Boston area.

Several informal educational organizations exist also, such as the Kensington Park Study Club and the Arlington Heights Study Club.

Arlington is in close proximity to such institutions as Harvard, and MIT in Cambridge, Tufts University in Medford, Bentley College and Brandeis University in Waltham, Boston College in Newton and many others in the Boston area. Due to the wide variety of colleges and universities in the area, many Arlington residents commute to local colleges and make a heavy demand on library resources.

There are various organizations within the town which are very active and provide Arlington with a rich variety of cultural resources. The Arlington Philharmonic Society each year offers a number of orchestral and chorus performances. Theatrical productions are performed by the Friends of the Drama approximately five times yearly in their small theatre on Academy Street. The Arlington Art Association plans its programs to appeal to anyone with an interest in art. Members exhibit regularly at the Robbins Library and its branches and at local banks as well as presenting an annual Opus Show and an outdoor art show. In its first three years, the Robbins Library Concert Series offered 67 free concerts featuring accomplished professional musicians. Such smaller organizations as the Sweet Adelines and the Society for the Preservation of Barbershop Singing provide Arlington residents with other musical offerings during the year.

The Arlington public School System, as well, presents public performances by the High School, Junior High Schools, and elementary schools. Programs offered by the High School include Gilbert and Sullivan, the concert band, marching band, jazz band, chamber orchestra, concert choir and the madrigal singers. The two junior high schools provide students with the opportunity to expand their talents in the theatrical and musical areas. Musical and instrumental concerts are performed at the elementary school as well. A combined concert by the High School, junior high and elementary schools is presented at the end of the school year.

To bring these cultural resources to the attention of the community, Arlington Alive was formed in 1976. Composed of approximately 11 organizations, professionals and amateurs, it hopes to foster cooperation between organizations and work out new ways to serve and involve individuals in community life.

Preserving Arlington's rich historic heritage has in recent years become a major concern of many Arlington residents. The Arlington Historical Commission, a town body of seven members and several associate members, was appointed in 1970 to foster the preservation, promotion and development of the historical assest in Arlington and to conduct searches for places of historic value. The Commission

acts as a resource center and clearing house for historical activity in the town. Since its inception in 1970 the Commission has worked toward heightening the awareness of town officials and citizens to the desirability of preserving historical buildings and areas.

The Town currently has several historic properties on the National Register: The Jason Russell House, the Old Schwamb Mill, a single historic district comprising the Old Burying Ground, the First Parish Unitarian Universalist Church (burned 1975), the Robbins Library, Whittemore-Robbins House, Robbins Memorial Town Hall and the surrounding park and sculpture and lastly the Fowle-Read Wyman House. Any proposed addition to the Robbins Library should take into consideration the architectural importance of the present building.

Governmental interest in historic preservation is also reflected in the appointment of other committees, notably the Historic District Study Committee and the Broadway Historic District Committee.

Founded in 1897 and incorporated in 1898, the Arlington Historical Society, a private organization, presents monthly programs on subjects of historical interest to the modern day. In the planning stages is a museum building adjacent to the Jason Russell House, the purpose of which is to store the Society's extensive archives. Photographs owned by the Society are currently stored in the Robbins Library Historical Room, and are being catalogued by the staff of the Library with the aid of volunteers from the Society.

Arlington's Bicentennial Celebration is indicative of the town's interest in its past. Among the many and varied programs sponsored by the Bicentennial Planning Committee was a lecture series on the history of the town's last 100 years and the publication of these in book form. Researchers for these lectures and other bicentennial events drew heavily upon the resources of the Library.

Because Arlington is in such close proximity to Boston and Cambridge, one of the country's largest cultural centers, many residents avail themselves of the wealth of activities offered by its museums, concert halls, galleries and theatres.

I. Recreation

Arlington's recreational resources include more than 150 acres of parks and playgrounds, a town beach at the Reservoir, the 99 acre Spy Pond, and water frontage on the Upper and Lower Mystic Lakes (see Figure 5). Two of Arlington's largest natural sites are Menotomy Rocks Park and the Great Meadows.

The town in 1975 had 250.63 acres of public open space within its boundaries and 183 acres at Great Meadows for a total of 433.63 acres.¹⁷ Additional open space also exists associated with quasi-public buildings. The Arlington Open Space Study of 1973 concluded that the town lacked enough open space for its population, size, composition and location and recommended that the town acquire an additional 135 acres.¹⁸ Present open spaces are not physically linked to provide easy access and safe transfer points. Town officials hope with the extension of the Red Line from Harvard Square through Arlington to provide a linear park system along the entire length of Mill Brook. Open spaces, while still needing minor improvements have been made more effective through plantings and refurbished play space.

The Recreation Facilities Committee, appointed in 1972 has formulated a Six Year Capital Improvements Program to be completed in 1979. The Town now provides ten quality tennis courts, 13 upgraded basketball courts, five reconditioned ball fields, nine hard court game areas, two spray pools and 28 playfields and playgrounds.¹⁹ Skating areas are provided at 7 outdoor areas as well as at the rink on Summer Street. Winter coasting is offered at Hill's Hill (Summer Street Playground) and Robbins Farm.

The Recreation Divison of the Department of Human Resources offers a wide variety of programs designed to provide something for everyone. During the summer a full eight week playground program for children five years of age or older is conducted at 17 areas. Last year the Recreation Divison, for the first time, opened the parks two evenings a week, a practice that was enthusiastically received. Special programs and clinics for children are offered as well. Despite a decrease in the budget, several new summer programs were instituted in 1977. Activities designed solely for teenagers and adults are planned each summer also.

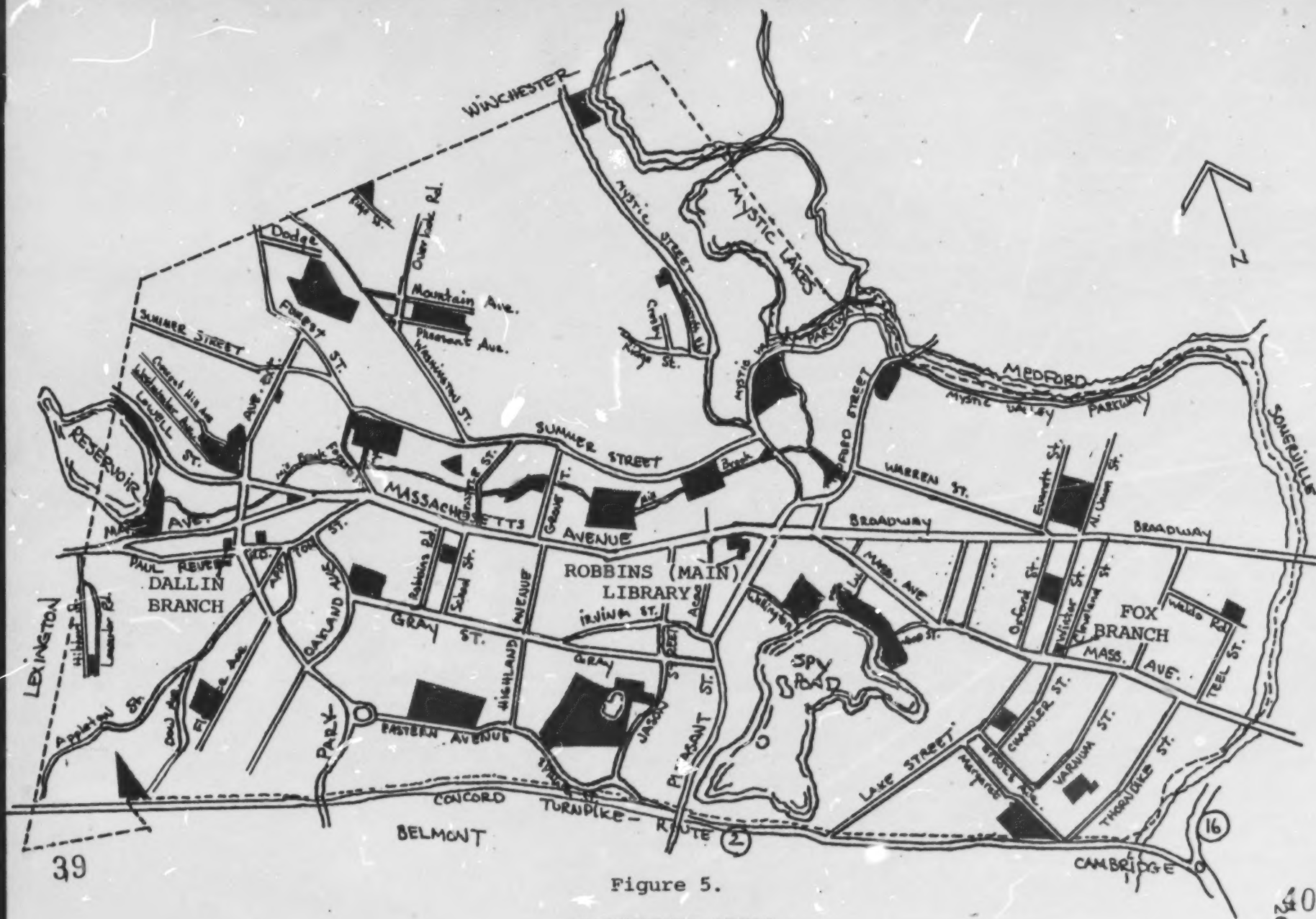


Figure 5.

RECREATION AREAS

From mid June to early September the Reservoir Beach in Arlington Heights is open; in 1976 attendance was recorded at over 55,059.²⁰

Often overlooked within a community are the needs of special populations: the physically handicapped and disabled. Recognizing the benefits of a recreational program serving individuals with special needs, the Recreation Division offers a large variety of programs.

A variety of programs are planned throughout the year for pre-schoolers, elementary age children, teenagers, adults and senior citizens. The majority of the Recreation Division's programs were filled to capacity. During the fall, winter, and spring of 1969-70, fifteen programs were offered as compared to thirty-four in 1973-74 and sixty-four in 1976-77. Similarly five summer programs were provided in 1969 as compared to nine in 1974 and fifteen in 1976.²¹ Of significance is the fact that the net budget decreased 10% from 1976 to 1977. This deficit was, to a large degree, absorbed by charging nominal fees for some activities. The number of participants in all phases shows a steady increase in use during the last three years.

TABLE 5 . USE OF RECREATIONAL FACILITIES ²²

		<u>Special Needs</u>	<u>General</u>
FY 1974	34,500	1,911	194,500
FY 1975	36,660	2,737	195,600
FY 1976	37,463	5,629	212,600

With the acceptance by Town Meeting in March 1977 of a lease agreement with the Metropolitan District Commission to take over the operation of the rink on Summer Street beginning September 1977, the Town has gained a much needed indoor year round recreational facility. However, the Town still remains without a public recreational complex which would house a swimming pool. Plans for a high school addition had included a multi-use recreational complex; however, with the 1975 referendum defeat of the proposed high school it is apparent that Arlington will not provide such a facility in the foreseeable future.

Several private organizations provide Arlington with additional recreational offerings. The Arlington

Boys Club is a private, charitable multi-service agency providing recreational opportunities primarily for boys and on a less frequent basis to girls and adults. Membership fees are required although scholarship memberships are available when the need is demonstrated. The Boys Club plans in the future to refurbish the existing physical plant, to add on to the building to provide full time services for girls and to restore the resident camp located in Otis, Massachusetts. Fidelity House, a social recreational and educational facility sponsored by St. Agnes Church with support from United Community Services serves approximately 850 children and adults. Fees are charged for both membership and summer camp. Fidelity House offers programs for the handicapped as well as offering its facilities without charge to the Menotomy Manor and senior citizens.

The School Department has a very active sports program. Arlington High School supports football, boys and girls cross-country, field hockey, soccer, volleyball, boys and girls swimming, boys and girls basketball, coed gym, indoor track.

Arlington has several non-profit organizations which sponsor programs for adults and children. The Girl Scouts, Boy Scouts, Little League, Hockey Club, Pop Warner Football, and Tennis Club are all very active. Very popular in Arlington are marching bands: St. Agnes, St. Camillus, Arlington High School, Arlington Heights Drum and Bugle Corps.

Commercial recreation facilities in Arlington are very limited: three dancing schools offer courses in ballet, tap, modern dance, jazz, oriental dance and aerobatics. Karate schools have proven unsuccessful. People frequently use the Bowladrome on Route 2 in Cambridge. Two country clubs in Belmont and Winchester are within close proximity to Arlington.

Arlington, because of its excellent geographic location, has access to beaches and the sea shore on both the north and south shores. Skiing is readily available via Route 93 as well as in small local ski areas such as Blue Hills in Milton. Recreational activities are enjoyed at many local areas: Lexington Minuteman National Park, Walden Pond in Concord, boating and biking on Charles River in Cambridge, and biking and jogging at the Fresh Pond Reservoir in Cambridge.

This variety of recreational activities and the accompanying interest in them throughout the community has strong implications and informal guidelines for the Library, especially in terms of collection development.

J. Entertainment

In addition to the active recreational activities, there are also more passive entertainment alternatives. In Arlington there are two movie theatres and an assortment of small eating establishments. The only major restaurant is Jimmy's Steer House; since Arlington does not allow alcoholic beverages to be served, the likelihood of attracting large restaurants is greatly reduced. Many activities in Arlington center around the home, the church and social clubs.

The Robbins Library presents Flicks for Friday evenings; the first three Fridays of the month are family movies and the last Friday, adult classics. A film series is offered once a year on Tuesday afternoons and evenings.

Band concerts are offered in the summer by the Recreation Department.

The city of Boston affords a great many entertainment possibilities. Movie houses, theatres, restaurants, discotheques, zoos and children's activities are all available within 20 minutes by car. Boston boasts several fine sports teams: Red Sox, Celtics, Bruins, Lobsters, and the Patriots who are located in Foxboro. A large number of movie theatres are also within easy access at major shopping malls and adjacent to highways.

K. Communication Media

Arlington is served by a wide variety of communications media originating in the greater Boston area. The town receives seven television channels, WBZ (NBC), WCVB (ABC), WNAC (CBS) WGBH (PBS) and on UHF, GBBX, WLVI, WSBX. Radio stations are numerous and offer a variety of programming. WCAS does offer some coverage of Arlington news but it is extremely limited.

Statistics from the circulation departments at the Boston Globe and the Boston Herald American indicate that a substantial number of Arlington residents read at least one of these newspapers on a regular basis. The Globe records a daily circulation in Arlington of 7,714 and a Sunday of 10,134. The Herald American circulates 3800 newspapers daily and 4359 on Sundays. Other Boston newspapers with a readership in Arlington include the Bay State Banner, the Christian Science Monitor, Boston After Dark, the Real Paper and the Pilot.

The Arlington Advocate, with a circulation of 12,176, is the only local newspaper. Published weekly, it offers a wide range of coverage of town government and civic matters, local cultural and social events, and the activities of Arlington's organizations.

The lack of a variety of daily mass media unique to or at least emphasizing Arlington is a serious hinderance to the development of a strong publicity network for the dissemination of information about the Library.

Many residents feel they lack sufficient knowledge of town services and the activities of local organizations. According to surveys conducted by the Citizens Involvement Committee, services in Arlington are underutilized because of a misunderstanding about them and because citizens lack the knowledge that the agencies or services exist.²³ The Citizen Involvement Committee, created in 1974 by the Board of Selectmen in conjunction with the Massachusetts Institute of Technology, is a citizen based planning group whose purpose is to increase the level of citizen input into the policy making process. The Citizen Involvement Committee has partially filled the communication gap with the publication of Feedback, distributed free of charge to 5,000 (including a direct mailing to 3,000 households). However, it is issued infrequently, as funds permit. Among the timely articles on local and governmental affairs is the Community Gazette section which describes how key government departments and agencies operate.

Arlington does not receive cable television. Implementation of cable television would allow clubs, organizations, school associations, religious groups, and individuals access to a communications

media currently denied them. A local government channel could provide regular access to information on health services, consumer concerns, and services for the elderly.

Various organizations such as the Council on Aging, Arlington Conservation Association and Arlington Education Association publish newsletters which are available to the public through the Robbins Library. The Library should continue this practice as well as encourage other organizations to file reports and newsletters with the Library. A bulletin board and community calendar are available in the Library to all non-profit organizations. However, the community calendar is underutilized and its existence should be more widely publicized. In recent months such groups as the Arlington Food Coop, Arlington Youth Exchange Program, League of Women Voters and Mystic River Watershed Association have promoted their activities through monthly exhibits at the Library. More groups should be encouraged to utilize the Library in the publicizing of their programs.

Recognizing the need for improvement in communications between town officials and citizens, an office of citizen information and complaint review was established in 1976 in the Town Hall from 9-5 Monday-Friday. The Citizen Involvement Committee has urged that this ombudsman service be enlarged into a community information service which would increase public access to timely information about town services and the operation of town government.²⁴ This walk-in information desk and telephone service should be expanded to include evening and weekend hours. The Library is an appropriate location for such a service as the Library already acts in the role as a dissemination of information and referral and is open nights and weekends.

The Citizen Involvement Committee repeatedly found that too few sources of information about government in Arlington existed and recommended that a speaker's bureau be established to offer information about the responsibilities and function of town departments as well as a range of topics concerning health, recreation, safety, planning, politics, town budget and education. As CIC suggested the Library is an appropriate place to house an information file on potential speakers.²⁵

All town departments should, as a matter of course, file reports and publications with the Library. Most town departments do at the present time provide these. However, efforts should be made to acquire any earlier reports which are of value to researchers. Reports of all town meeting committees which are circulated at town meeting should automatically be filed with the Library as well.

The ability of citizens to use existing services and to participate in local decision making is dependent upon the immediate availability of information and ongoing public education efforts. With its many resources, the Library is in an excellent position to provide this information and thus significantly affect the quality of life of Arlington's residents.

L. Churches

There are several religious agencies in Arlington serving the spiritual needs of the community. Ten denominations are represented by eighteen churches located in Arlington and by five outside the town. The largest denomination is the Roman Catholic faith. All churches are very active and offer a wide range of spiritual, recreational and social activities for all age groups; i.e. Sunday schools, Bible study, adult study groups, choir, sports events, social get-togethers, beano, CYO, diet and nutrition workshops and services for the elderly. Several of the churches are also involved in such community organizations as the Arlington Ecumenical Association and Arlington Alive. The majority have small libraries, some of which are open to the public and others to members of the congregation only. Meeting rooms are available in most churches although many charge a small fee.

M. Organizations

Approximately 150 organizations are active in Arlington. The majority meet monthly, and their activities and purposes vary widely. Among the most numerous are civic and governmental organizations. The various organizations can roughly be divided into the following categories with examples:

Business: Chamber of Commerce, Arlington Jaycees, Kiwanis Club, Rotary Club of Arlington

Civic: Arlington Civil Rights Committee, Arlington Conservation Association, League of Women Voters

Education: Parent Teacher Organizations, Arlington Teachers Association, Arlington Heights Study Club, Kensington Park Study Club

Cultural: Arlington Art Association, Arlington Friends of the Drama, Philharmonic Society of Arlington, Arlington Alive, Arlington Youth Visit Exchange Program

Ethnic: Armenian Citizens Association, Knights of Italy, Sons of Italy

Fraternal: Arlington Fraternal Club, Arlington Lodge #1435 of Benevolent Order of Elks, Knights of Columbus

Historical: Arlington Historical Society, Jason Russell Society, Daughters of the American Revolution

Hobby: Arlington Chess Club, Arlington Garden Club

Labor: American Federation of State, County & Municipal Employees, AFL-CIO Local #680, Arlington Town Employees, International Association of Firefighters Local 1297

Patriotic: American Gold Star Mothers, American Legion, Menotomy Minutemen, Disabled American Veterans

Religious: Arlington Catholic Women's Club, Arlington Ecumenical Association, Church Women United

Service: Arlington Boys Club, Symmes Hospital Auxiliary, Lions Club, Florence Crittenton

Sports: Arlington Tennis Club, Arlington Hockey Club

Several organizations in Arlington are geared to selected age levels and interest groups. The youth of the town have a variety of activities to choose from: Boy Scouts, Girl Scouts, Little League, Pop Warner

Football, Rainbow for Girls, drum & bugle corps, Children of the American Revolution. The elderly can join the Golden Age Club, Association of Retired Persons and participate in activities sponsored by the Council on Aging. The number and varied purposes of the many women's clubs are indicative of the wide range of interests of Arlington women: Arlington Women's Club, Arlington Women's Center, Arlington Women's Republican Club, League of Women Voters, Arlington Catholic Women's Club, Mothers of Twins, Daughters of the American Revolution, American Gold Star Mothers, Church Women United, Tower Mothers Club, etc.

The Robbins Library attempts to maintain a complete and up-to-date file of all organizations in the town of Arlington. This list is annually updated with the names and phone numbers of officers. The Library provides little direct service to these clubs except for the Eastern region film service, and the use of the meeting room at Fox. Several organizations such as Arlington Food Coop, League of Women Voters, Cub Scouts, Garden Club have made use of the main library for displays. The Library should consider ways in which it could provide more expanded service to these groups in the areas of programming, booklists, speakers and publicity.

N. Special Needs

The elderly in Arlington comprised 14% of the total population in the 1970 U.S. Census. Since 1967 the Council on Aging has sponsored a variety of programs to meet the needs of this group. The Library, beyond selecting materials to appeal to the recreational interests of the elderly and to meet their informational needs, offers no specific programs for this age group. The Council on Aging should be consulted to determine if there are any areas (such as programming, the distribution of materials, information distribution or book deposits in the housing for the elderly) in which the Library could directly serve the aged.

Approximately 250 people are residents of the six nursing homes in Arlington; the Library currently supplies a deposit of books at one of these.

It is estimated that an additional 250-500 people are homebound residents. Although no systematic service is provided by the Library, when contacted

by such individuals the Library does deliver books. Appropriate agencies could be consulted to determine if there are additional people in need of this service.

Patients at Symmes Hospital comprise a special needs group also. The Hospital holds approximately 180 beds; Arlington's use of Symmes amounts to only 50% of its total utilization. Books are provided weekly by the Library to the patients.

The Massachusetts Commission for the Blind records 151 persons in Arlington registered as legally blind. The Library provides talking books to meet the needs of this group.

It is difficult to even approximate the number of mentally retarded citizens living in Arlington. The Mystic Valley Mental Health Center services 18 Arlington residents; nine adults and nine children. A residence for men on School Street houses approximately 8-10. Because many people may not avail themselves of these services, it is impossible to compile an accurate tally.

O. Social Services

Social services in Arlington are provided by town and state government and various community agencies. Town programs are largely administered by the Human Resources Department. Recognizing the high proportion of residents 65 years of age or older, the town in 1967 formed the Council on Aging to address the needs of its senior citizens. Twenty-six distinct service programs are sponsored or co-sponsored by this agency in the areas of health and nutrition, transportation, information, referral and counseling and recreation. The Youth Consultation Center which originated in response to the drug problem has expanded its role to help any troubled adolescent or parent. Veterans are assisted in securing benefits entitled to them by the Veterans Services Department. The Manpower Division attempts to help residents find temporary employment through funding authorized by Comprehensive Employment and Training Act. Health services are provided by the Board of Health, consumer problems are handled by Consumer Protection Division and public housing is administered by the Housing Authority.

Human services are offered by community agencies in the areas of health, employment and financial assistance, mental health and retardation, aging, child care and leisure time activities. The Arlington Information Directory (AID) compiled by the Robbins Library and the Department of Human Resources in 1975 provides a subject arrangement to services offered in Arlington by community agencies as well as local government. This directory is now in the process of being updated.

Among the conclusions reached by the CIC Task Force on Social Services was that current services in Arlington are underutilized because citizens are not aware of them and additional services in certain areas are needed. As stated previously, the Library should be cognizant of services available to Arlington residents and aid in the dissemination of this information.

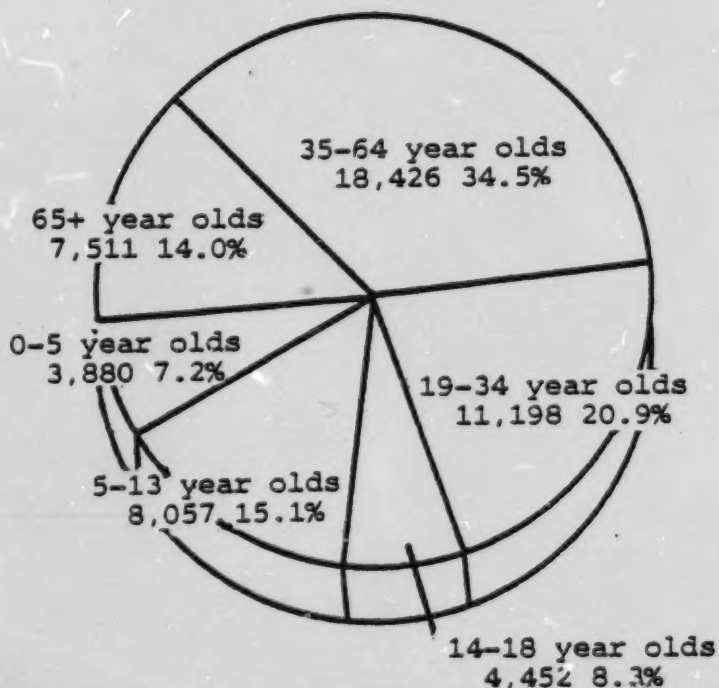
P. Population Characteristics

Despite a 6.2% decrease in population since the 1970 U.S. Census was taken, much of the information generated by that study is still valid and remains the best single source of extensive data on population characteristics of a community. The following statistical dissection of Arlington is based on the figures generated by that 1970 U.S. Census. It covers these areas of concern:

- | | |
|---------------------------|-------------------------------|
| a. Age | h. Foreign Stock |
| b. Educational Attainment | i. Marital Status |
| c. School Enrollment | j. Family Structure |
| d. Family Income | k. Mobility of the population |
| e. Occupations | l. Means of Transportation |
| f. Major Industries | m. Veteran Status |
| g. Racial Composition | n. Summary |

a. Age. The 1970 population of Arlington can be broken down into the following categories:

TABLE 6 . AGE COMPOSITION



Two statistics of interest are comparisons with figures for the state at the extremes of the age spectrum. 7.2% of Arlington's 1970 population was under five years old with the state percentage at 8.3 while the "65 and older" category generated 14.0% for Arlington versus 11.2% for the state. This trend toward the older age group was further reflected in the town's median age of 33.5 being substantially higher than 29.1 for the state. The percentage of elderly was not only significant in 1970 but also showed a substantial increase in recent decades, registering at 9.8% in 1950, 11.8% in 1960, and 14.0% in 1970. The elderly thus represent a large, relatively easily identified portion of Arlington's population and, therefore, a potential target group for library services and programs.

It is also interesting to note that the female-male ratio was 53.8% - 48.2% with even greater disparities reflected in the older age groups, as exemplified by females 65 years and over representing 8.8% of the total population while males in the same category accounted for only 5.2%.

b. Educational Attainment. Of the population 25 years old and over, only 13.0% had an elementary education or less while 31.0% had at least some college education. The following table shows the 1970 educational spread with comparable figures for the state as a whole:

TABLE 7 . EDUCATIONAL ATTAINMENT

<u>Category</u>	<u>Number</u>	<u>Percent</u>	<u>State %</u>
No. school years completed	331	1.0	1.9
Elementary	3,919	12.0	20.8
High School	18,191	55.9	53.8
College	10,083	31.0	23.5
Persons 25 years and over	32,524	100.0	100.0
Median school years completed	12.5		12.2

Not reflected directly in these figures are the percentages of actual graduates rather than those who completed at least some grade(s) in each category. 71.6% of this population had completed high school

while almost 17.8% were college graduated. These compare very favorable with respective state statistics of 58.4% and 6.8% respectively. This is consistent with the town's having a higher median number of school years completed (12.5 versus 12.2).

The conclusion is that Arlington's population is relatively well-educated. Variations within the town itself will be discussed later, but the town as a whole has the strong educational background that tends to produce strong library use.

c. School Enrollment. Not only does Arlington's population appear to be well-educated, but its 1970 school enrollment figures show that a trend toward attaining further education continued:

TABLE 8 . SCHOOL ENROLLMENT			
<u>Category</u>	<u>Number</u>	<u>Percentage</u>	<u>State %</u>
Nursery - elementary	8,318	57.7%	60.9%
High School	3,718	25.9	23.9
College	2,369	16.4	15.2
Total Student Population (3 - 34 years old)	14,405	100.0	100.0

Despite Arlington's lack of any institutions of higher learning within its boundaries, its proximity to Boston educational opportunities accounted for the relatively high (16.4%) statistic of those enrolled in college.

d. Family Income. Usually associated with educational attainment is income level. 1970 census statistics show that not only did Arlington have an education level above that of the state overall, but that the 1969 median family income level was similarly higher:

TABLE 9 . DISTRIBUTION OF FAMILY INCOME

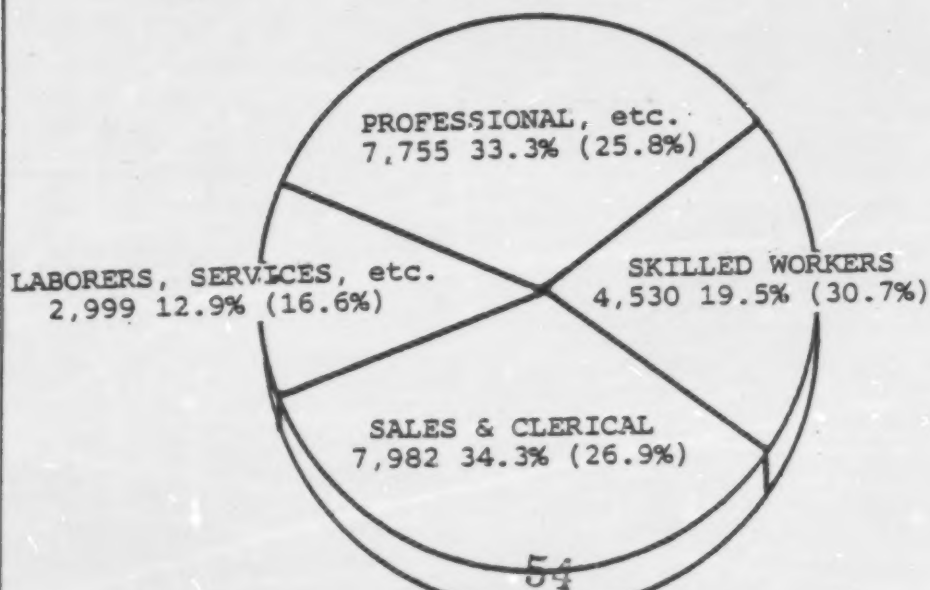
<u>Income</u>	<u>Number</u>	<u>Percent</u>	<u>State Percent</u>
Less than \$5,000	1,301	9.2	13.7
\$5,000 - 7,999	1,658	11.7	15.9
8,000 - 14,999	6,575	46.5	45.2
15,000 - 24,999	3,713	26.2	19.6
25,000 - 49,999	830	5.9	4.7
50,000 or more	<u>69</u>	<u>0.5</u>	<u>0.9</u>
Total families	14,146	100.0	100.0
Median family income \$12,247			\$10,835

This distribution lends itself to characterizing the Arlington population as primarily middle-middle class.

e. Occupations. The occupations that produced these income levels primarily focused on "white collar" areas, e.g. managerial, sales, clerical.

TABLE 10 . OCCUPATIONS OF EMPLOYED PERSONS

TOTAL EMPLOYED 23,266



(State percentage in parenthesis.)

Of particular significance are the very high percentage of the workers engaged in the "white collar" categories while the "blue collar" categories, especially that of "skilled workers", are substantially low. These figures further reenforce the educational and economic trends discussed earlier.

f. Major Industries. The workers of Arlington in 1970 were engaged in the following pursuits:

TABLE 11. INDUSTRIES OF THE EMPLOYED

<u>Category</u>	<u>Number</u>	<u>Percent</u>
Construction	945	4.1
Manufacturing	4,441	19.1
Transportation	756	3.2
Communications, utilities, & sanitary services	848	3.6
Wholesale Trade	1,151	4.9
Retail Trade	3,534	15.2
Finance, insurance, real estate	1,842	7.9
Business & repair services	1,070	4.6
Personal services	605	2.6
Health services	1,574	6.8
Educational services	3,041	13.1
Other professional services	1,690	7.3
Public administration	1,543	6.6
Other industries	226	1.0
Total employed	23,266	100.0

Of significance are the relatively low figures for manufacturing (only 19.1% compared to 29.2% for the state) and the collective dominance of "service" industries, further reenforcing the picture of Arlington as "white collar" with its base of a stable, relatively well-paid middle income population.

g. Racial Composition. The 1970 Arlington population was very predominantly white (99%). Other groups appeared to be relatively insignificant.

TABLE 12. RACIAL COMPOSITION

<u>Category</u>	<u>Number</u>	<u>Percent</u>
White	53,002	99.0
Negro	164	0.3
Indian	16	0.02
Japanese	91	0.17
Chinese	131	0.24
Filipino	24	0.04
All other	<u>96</u>	<u>0.17</u>
Total	53,524	100.0

h. Foreign Stock. The census did reveal, however, a significant foreign stock population, i.e. they themselves were foreign born or were children of foreign born parents.

TABLE 13 . FOREIGN STOCK

<u>Category</u>	<u>Number</u>	<u>Percent</u>	<u>State Percent</u>
Native born	31,523	58.8%	66.7%
Native of foreign/mixed parentage	15,919	29.7	24.6
Foreign born	6,134	11.5	8.7
Foreign Stock Sub-Total	22,053	41.2	33.3
Total	53,576	100.0	100.0

Of the countries of origin for the foreign born, the most important groups numerically were Canadians and Italians.

When analyzing "mother tongue" (the dominant language spoken in one's home as a child), one finds that cultural differences further diluted by the fact that of the foreign born, 38.8% (presumably predominantly Canadians) listed English as their "mother tongue."

Of those citing other than English, the most significant group was Italian, representing 16.1% (985 of 6,134 foreign born) but only 1.8% of the population overall.

Thus, because of the impact of Canadians (with cultural similarities) and because of the apparent lack of major language difficulties in the "foreign stock" population, the ethnic impact on the town of Arlington seems to be primarily that of a flavoring rather than the creation of strong, easily identified groups.

i. Marital Status. The marital status of persons 14 years and older is reflected in the following:

TABLE 14. MARITAL STATUS		
<u>Category</u>	<u>Number</u>	<u>Percent</u>
Single	12,071	29.0%
Married	24,805	59.6
Widowed	3,929	9.5
Divorced	782	1.9
Totals	41,587	100.0

The most interesting statistic is that of "widowed" with a relatively high percentage (9.4%) of the population. This statistic is even more significant when looked at further to reveal that 14.4% of the women 14 years and older were widowed. This was probably a major contributing factor in the 53.8% versus 48.2% female-male distribution in the census.

j. Family Structure. The general structure of families as represented in the census information is reflected below:

TABLE 15. FAMILY STRUCTURE

<u>Category</u>	<u>Number</u>
Persons per household	3.02
# of families	14,050
# of children	15,604
Children per family overall	1.11
Families with children	6,419
Children per family having children	2.43

These figures revealed a trend toward small households (the state number was 3.42 persons per household compared to the town's 3.02), many of which were childless (only 45.7% of families having children). This is, of course, at least partly reflective of a national trend as well as a characteristic generated by the town's relatively high older population percentages.

k. Mobility of the Population. Not only did Arlington's population reflect smaller families, but these families also showed a tendency to be stable in terms of residence.

TABLE 16. YEAR MOVED IN PRESENT HOUSE

<u>Year</u>	<u>Percent of Town</u>	<u>Percent of State</u>
1969 - 1970	14.8%	18.5%
1965 - 1958	26.9	28.8
1960 - 1964	18.1	17.6
1950 - 1959	22.4	18.5
1949 or earlier	11.9	9.8
Always same house	5.9	6.8

40.2% of the population had not moved in the previous ten years. This stability was further

reflected when 32,158 of the 49,684 persons five years old and over cited having the same residence in 1965. This percentage of 64.7% compared to 59.1% for the state.

1. Means of Transportation. It is interesting to note the different means employed by workers getting to their jobs:

TABLE 17 . MEANS OF TRANSPORTATION

<u>Category</u>	<u>Number</u>	<u>Percent</u>
Private auto, driver	14,247	61.2
Private auto, passenger	2,138	9.3
Bus/streetcar	3,910	17.0
Subway	1,036	4.5
Railroad	81	0.4
Taxicab	77	0.3
Walked only	1,078	4.7
Other means	192	0.8
Worked at home	<u>296</u>	<u>1.3</u>
Total workers	23,055	100.0

Despite an apparent use of mass transportation, a strong majority of workers (70.5%) still opted for the private auto. Since only 60.5% of the total workers were employed within their county of residence (31.6% worked outside while 7.9% were not reported), the use of private cars might be dictated by commuting needs.

m. Veteran Status. Even though the town's percentage of veterans (46.2%) was slightly less than that of the state (49.6%), they still represent a fairly easily identified group within the town's population. In the table following, the distribution of 17,700 civilian males 16 years and over are shown with veterans classified by period of service. Veterans with more than one period of service are classified in the most recent.

TABLE 18 . VETERAN STATUS OF CIVILIAN MALES

<u>Category</u>	<u>Number</u>	<u>Percent of Veterans</u>
Non-veterans	9,518	
Veterans	8,182	
Vietnam	1,294	15.8
Korea	1,429	17.4
World War II	3,780	46.2
World War I	617	7.5
Other service	<u>1,062</u>	<u>13.0</u>
Totals	17,700	100.0

n. Summary of Population Characteristics.

There existed in the population data a great deal of diversity among different areas of the town. These deserve additional attention and will be discussed later.

As a whole, however, several generalizations may be made concerning Arlington. The population was slightly older than the state as a whole (33.5 versus 29.1) with 14.0% over 65 years of age. Families tended to be small (3.02 persons per household) and stable in their residences.

Educationally, Arlingtonians were above state percentages in virtually every positive category, and the town had twice the figures of college graduates.

Occupations tended to gravitate towards the white collar with much more emphasis on service industries than other categories, e.g. manufacturing.

These occupations produced a strong middle class in terms of family incomes the median of which registered as higher than that of the state overall.

Racially and ethnically, there was little of decided consequence with relatively few of the cultural barriers, ethnocentricities, or benefits

that can be found in many of Massachusetts communities.

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Most of the characteristics of Arlington's people would indicate that they would match up well with the profile of typical library users.

Many studies have been done to profile library users and non-users. Interestingly enough, that profile has not changed appreciably since Berelson's The Library Public of 1949.²⁶

From this study and others such as those by Bundy²⁷ and Evans²⁸ that have reaffirmed his findings, it is possible to state that people who use libraries are likely to follow these general patterns:

- 1) more young people than elderly;
- 2) more highly educated than less educated;
- 3) more high income than low income;
- 4) more professional than clerical workers;
- 5) more housewives;
- 6) more who live in close proximity to the library.

It may be concluded that the profile generated above of Arlington's population would fit relatively well into this pattern, establishing the potential for strong library use.

Q. Census Tract Profiles

Because of the diversity of the characteristics of the people that lived within the different areas of the town, a general look at the town should be supplemented by an analysis of census data by individual tracts. Arlington for the 1970 census was divided into seven tracts (see Figure 6), a tract being an arbitrarily determined group of numbers of persons set up by geography and some degree of homogeneity.

The seven tracts and their populations are listed below:

TABLE 19 . CENSUS TRACT POPULATION		
<u>Tract No.</u>	<u>Population</u>	<u>% of Total</u>
3561	4114	7.7
3562	6305	11.8
3563	6843	12.8
3564	8674	16.2
3565	8231	15.4
3566	10655	19.9
3567	8702	16.2
Totals	53,524	100.0

The census tracts not only differed in terms of number of persons, but quite often varied substantially in the socio-economic characteristics of the people living in each area. This can be seen most easily by an examination of the general qualities found in each tract. A detailed analysis of each tract can be found in the statistics in Tables 20-27.

a. Tract 3561 was located in the eastern sector of the town. Its age profile paralleled that of the town relatively well with slightly smaller percentages of children and slightly higher (14.7%) for the elderly. For sheer numbers, this was the smallest (4,114 people) of the seven tracts. The education level while higher than that of the state, was the lowest in the town with only 61.9% high school graduates and 12.3 median school years completed. Conversely, it had the highest percentages of persons with no education (2.8%) and with only elementary education (20.7%). In active school enrollment in 1970, it also had the lowest number of persons enrolled (986) and the lowest percentage (48.6%) of its student population in nursery, kin-

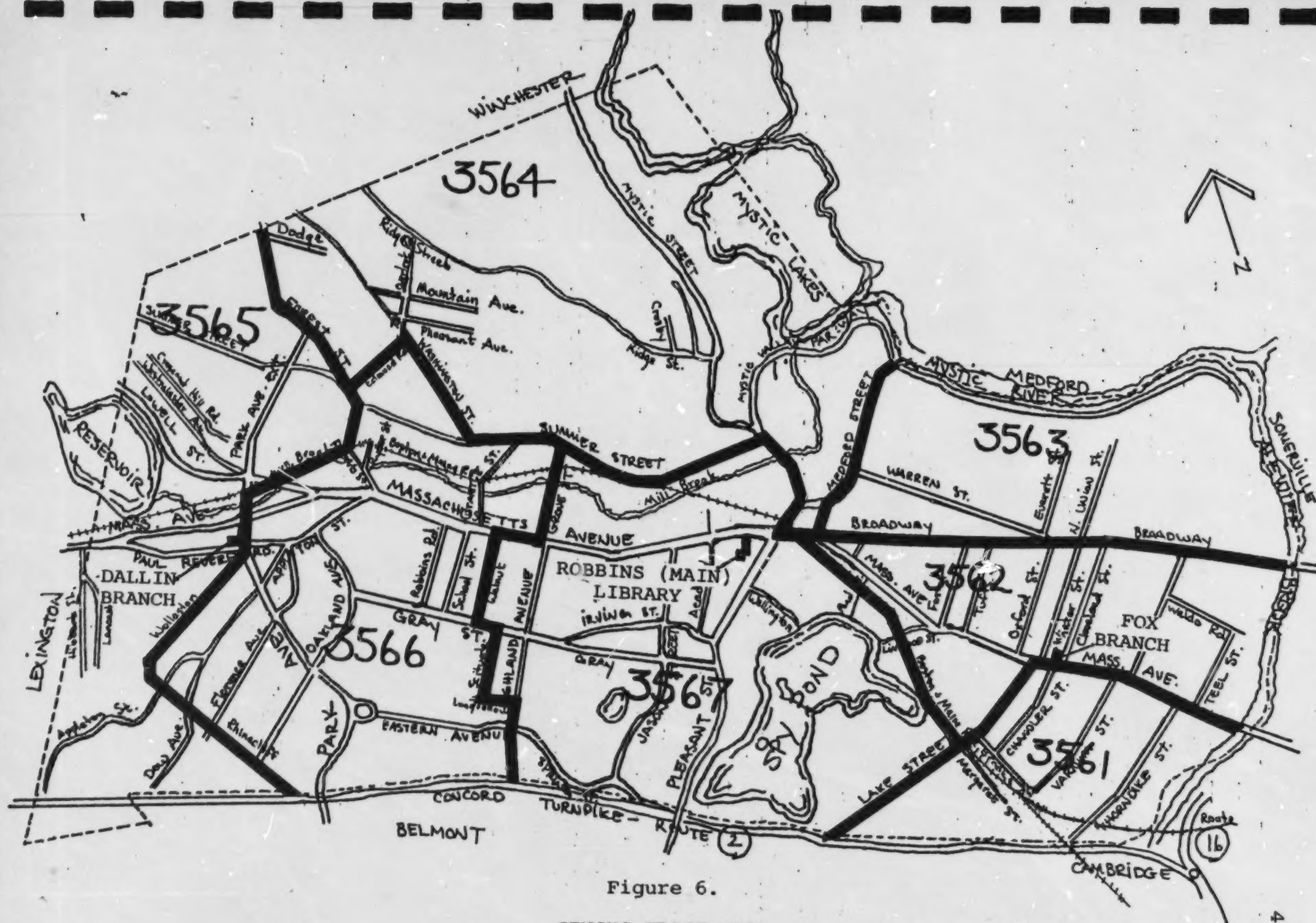


Figure 6.

CENSUS TRACT MAP

dergarten or elementary schools. Interestingly, however, it had the highest percentage (29.0%) of its population enrolled in high school.

The tract's median family income of \$11,092 was significantly below the town figure of \$12,247. Relatedly, 3561 had the lowest portion of its workers in the professional-managerial class while having the highest percentages of skilled workers (22.9%) and laborers (17.6%).

This tract also had the lowest (52.7%) portion "native born" while having the highest (16.2%) of "foreign born" and "total foreign stock".

3561 also had the smallest portion (6.9%) of the town's children and only .43 children per family overall and 2.13 children per family with children (both figures are the lowest for the town).

b. Tract 3562 was also located in the eastern part of town and contained 6,305 people. The library's Edith Fox Branch is located within its borders. In age, this tract had the lowest figures for all categories of children (6.3% under 5; 10.7% 5-13; and 7.1% 14-18) and the highest percentage (18.8%) 65 and over.

The education level was close to that of the town at 12.4 years and 68.1% high school graduates. 1970 school enrollment showed this tract having the highest percentage (23.5% vs. 16.4% for the town) of persons enrolled in college. Income levels were also relatively low (perhaps due to the heavy college student element) with only 2% of the families at \$25,000 and above. The dominant occupations were in "sales and clerical" (39.8%). "Foreign stock" registered at a relatively high 45.1%

Family structure focused primarily on small families with the biggest percentages of "single" (30.7%) and "widowed" (12.0%). This accounted for the fewest persons per household (2.67) and by far the smallest portion (37.2%) of families with children.

c. Tract 3563 had 6843 people and was also located in the eastern section. It was fairly typical of the town as a whole in its age breakdown and was slightly below the Arlington norms in

education (12.4 years and 66.0% high school graduates). In income, however, this area had the lowest (a median of \$10,842 for family income) with the highest percentages in families under \$5,000 (10.9%) and in the \$8,000 - 14,999 category (53.3%). In occupations, 3563 showed lower in "professional" and higher in "skilled" and "laborers" categories. In other areas, it was consistent with the overall profile of the town.

d. Tract 3564 had 8,674 people and was located in the central northern section of town. In age, it had an interesting distribution, having the highest figures in the 5-13 (19.1%), 14-18 (9.9%), and 35-64 (38.0%) categories and lowest in the 19-34 (16.4%) and 65 and over (9.5%) sectors. This makes sense since the 35-64 group would be the one tending to have children in these age categories. 3564 also had the most education (12.7 years and 77.1% high school graduates) and, not surprisingly, the highest median family income (\$14,316) with 46.6% of its families having income above \$15,000. "Professional" dominated the occupations with 37.9%. It had the lowest figure (9.1%) of "foreign born."

Married persons dominated with 64.3% while the town lows for "widowed" (5.6%) and "divorced" (1.1%) were found here. This accounted for most persons per household (3.47), most families with children (53.3%) and most children per family overall (1.34). 19.2% of the town's children were found here.

e. Tract 3565 with 8231 people proved to be slightly younger than the town overall with higher figures for children and lower ones for the elderly. The overall education level was very consistent with the town's, and the median family income slightly lower (\$11,814). "Professional" (32.9%) and "sales and clerical" (30.1%) dominated the occupations.

Ethnically, this had the highest percentage of those "native born". Families here that had children had 2.54 of them (highest in town), and 51.9% of families have children. There were 3.33 persons per household.

TABLE 20.
AGE COMPOSITION BY CENSUS TRACT

AGE	3561	3562	3563	3564	3565	3566	3567	TOWN	STATE
Under 5 %	339 8.3%	393 6.3%	507 7.5%	623 7.1%	720 8.8%	686 6.4%	612 7.0%	3880 7.2%	8.3%
5 - 13 %	498 12.1%	673 10.7%	974 14.2%	1655 19.1%	1438 17.5%	1605 15.1%	1214 14.0%	8057 15.1%	
14 - 18 %	302 7.3%	452 7.1%	553 8.1%	855 9.9%	730 8.9%	895 8.4%	665 7.6%	4452 8.3%	33.0% under 18
19 - 34 %	955 23.2%	1393 22.1%	1623 23.7%	1424 16.4%	1780 21.6%	2297 21.6%	1726 19.8%	11198 20.9%	
35 - 64 %	1415 34.4%	2205 35.0%	2234 32.6%	3296 38.0%	2735 33.2%	3638 34.1%	2903 33.4%	18426 34.5%	32.4%
65 & over %	605 14.7%	1189 18.8%	952 13.9%	821 9.5%	828 10.0%	1534 14.4%	1582 18.2%	7511 14.0%	11.2%
TOTALS	4114	6305	6843	8674	8231	10655	8702	53524	
							Median Age	33.5	29.1

TABLE 21 .

EDUCATIONAL ATTAINMENT BY CENSUS TRACT

Years of School Completed*	3561	3562	3563	3564	3565	3566	3567	TOWN	STATE
None %	53 2.0%	57 1.4%	39 0.9%	30 0.6%	72 1.5%	31 0.5%	49 0.9%	331 1.0%	1.9%
Elementary %	540 20.7%	514 12.3%	617 15.0%	376 7.6%	649 14.0%	621 9.5%	602 10.9%	3919 12.0%	20.8%
High School %	1439 54.9%	2506 59.8%	2517 61.2%	2728 55.0%	2644 57.1%	3523 54.1%	2834 51.5%	18191 55.9%	53.8%
College %	587 22.4%	1110 26.5%	940 22.9%	1821 36.8%	1267 27.4%	2335 35.9%	2023 36.7%	10083 31.0%	23.5%
Total Population 25 years & older	2619	4187	4113	4955	4632	6510	5508	32524	
Median School Years Completed	12.3	12.4	12.4	12.7	12.5	12.6	12.7	12.5	12.2
% of High School Graduates	61.9%	68.1%	66.0%	77.1%	68.9%	75.9%	75.5%	71.6%	58.4%
69								(College -- 6.8%)	

* At least some completed in each category.

TABLE 22.

SCHOOL ENROLLMENT BY CENSUS TRACT

	3561	3562	3563	3564	3565	3566	3567	TOWN	STATE
Nursery, Kinder- garten, Elementary %	479 48.6%	705 50.9%	1003 56.2%	1714 60.5%	1457 61.7%	1676 56.7%	1284 61.1%	8318 57.7%	60.9%
High School %	386 29.0%	355 25.6%	514 28.6%	737 26.0%	576 24.4%	740 25.1%	510 24.3%	3718 25.9%	23.9%
College %	221 22.4%	326 23.5%	269 15.0%	381 13.5%	327 13.9%	537 18.2%	308 14.6%	2369 16.4%	15.2%
TOTAL STUDENTS (3-34 years)	986	1386	1786	2832	2360	2953	2102	14405	

TABLE 23.

1969 FAMILY INCOME BY CENSUS TRACT

FAMILY INCOME	3561	3562	3563	3564	3565	3566	3567	TOWN	STATE
Less than \$5000 %	113 9.3%	191 10.9%	197 10.9%	190 8.5%	209 9.8%	196 7.1%	205 9.2%	1301 9.2%	190178 13.7%
\$5000 - 7999 %	181 14.8%	248 14.1%	272 15.1%	191 8.5%	217 10.2%	294 10.6%	255 11.5%	1658 11.7%	221632 15.9%
\$8000 - 14,999 %	612 50.2%	868 49.4%	960 53.3%	817 36.4%	1089 51.0%	1359 49.1%	870 39.2%	6575 46.5%	628,872 45.2%
\$15,000 - 24,999 %	285 23.4%	415 23.6%	316 17.6%	740 32.9%	571 26.7%	699 25.3%	687 30.4%	3713 26.2%	271,951 19.6%
\$25,000 - 49,999 %	28 2.2%	35 2.0%	55 3.1%	267 11.9%	50 2.3%	209 7.5%	186 8.4%	830 5.9%	65,797 4.7%
\$50,000 & above %	- 0	- 0	- 0	40 1.8%	- 0	10 0.4%	19 0.8%	69 0.5%	12,552 .9%
MEDIAN FAMILY INCOME	\$11,092	\$11,383	\$10,842	\$14,316	\$11,814	\$13,005	\$13,253	\$12,247	\$10,835
TOTAL FAMILIES	1219	1757	1800	2245	2136	2767	2222	14,146	UN

TABLE 24.
OCCUPATION BY CENSUS TRACT

OCCUPATION	3561	3562	3563	3564	3565	3566	3567	TOWN	STATE
Professional, Technical, Managerial, etc. %	396 22.4%	834 28.0%	819 26.7%	1297 37.9%	1145 32.9%	1787 37.2%	1477 39.4%	7755 33.3%	25.8%
Sales & Clerical %	658 37.1%	1183 39.8%	1046 34.1%	1019 29.7%	1045 30.1%	1662 34.5%	1369 36.6%	7982 34.3%	26.9%
Skilled Workers %	406 22.9%	643 21.6%	677 22.1%	704 20.5%	773 22.3%	793 16.5%	534 14.3%	4530 19.5%	30.7%
Laborers, Services, etc. %	312 17.6%	316 10.6%	525 17.1%	406 11.9%	509 14.7%	569 11.8%	362 9.7%	2999 12.9%	16.6%
TOTAL EMPLOYED	1772	2976	3067	3426	3472	4811	3742	23,266	

TABLE 25.

NATIVITY, PARENTAGE, COUNTRY OF ORIGIN BY TRACT

	3561	3562	3563	3564	3565	3566	3567	TOWN	STATE
Native Born %	2194 52.7%	3467 54.9%	3869 56.5%	5375 62.0%	5150 62.6%	6496 61.0%	4972 57.1%	31,523 58.8%	66.7%
Native of Foreign/ Mixed Parentage %	1290 31.1%	2016 32.0%	2230 32.6%	2507 28.9%	2223 27.0%	3026 28.4%	2627 30.2%	15,919 29.7%	24.6%
Foreign Born %	677 16.2%	827 13.1%	744 10.9%	792 9.1%	858 10.4%	1133 10.6%	1103 12.7%	6134 11.5%	8.7%
Total Foreign Stock %	1967 47.3%	2843 45.1%	2974 43.5%	3299 38.0%	3081 37.4%	4159 39.0%	3730 42.9%	22,053 41.2%	33.3%
ALL PERSONS	4161	6310	6843	8674	8231	10,655	8702	53,524	

TABLE 26.

MARITAL STATUS BY CENSUS TRACT

STATUS	3561	3562	3563	3564	3565	3566	3567	TOWN	STATE
Single %	836 25.5%	1608 30.7%	1591 29.7%	1792 28.0%	1725 28.4%	2452 29.3%	2067 30.1%	12,071 29.0%	
Married %	2033 62.0%	2896 55.2%	3131 58.4%	4116 64.3%	3821 62.9%	4930 59.9%	3878 56.4%	24,805 59.6%	
Widowed %	349 10.6%	631 12.0%	514 9.6%	422 6.6%	429 7.1%	798 9.5%	786 11.4%	3929 9.4% (14.4% female)	
Divorced %	59 1.8%	104 2.0%	126 2.3%	66 1.1%	98 1.6%	184 2.2%	145 2.1%	782 1.9%	
TOTAL 14 years & older	3277	5239	5362	6396	6073	8364	6876	41,587	

TABLE 27.

FAMILY STRUCTURE BY CENSUS TRACT

CATEGORY	3561	3562	3563	3564	3565	3566	3567	TOWN
Total population	4114	6305	6843	8674	8231	10,655	8702	53,524
Persons Per Household	2.94	2.67	2.87	3.47	3.33	2.98	2.84	3.02
# of Families	1179	1741	1809	2242	2085	2759	2235	14,050
# of Children	1075	1417	1902	2998	2756	3035	2394	15,604
% of Children's Population	6.9%	9.0%	12.4%	19.2%	17.7%	19.5%	15.3%	
% of Total	26.1%	22.5%	21.2%	34.6%	33.5%	28.5%	27.5%	29.1%
Children Per Family Overall	.43	.81	1.07	1.34	1.32	1.10	1.07	1.11
Families With Own Children	505	648	806	1196	1082	1206	976	6419
%	47.0%	37.2%	44.6%	53.3%	51.9%	43.7%	43.7%	45.7%
Children Per Family Having Children	2.13	2.19	2.39	2.50	2.54	2.52	2.45	2.43

f. Tract 3566 was the largest (10,655 persons) and was located in the western section of the town. In age, it was very typical of the town overall. Educationally, this was a strong area with 12.6 years and 75.9% high school graduates.

Median family incomes registered at a sound \$13,005 that was generated by "professional" (37.2%) and "sales and clerical" (34.5%) occupations. "Foreign born" percentages were fairly consistent with the town overall, as were virtually all other categories.

g. Tract 3567 contained 8,702 people and was located in the central southern section of the town. 18.2% of the people were 65 years and over. The education level was high (12.7 years and 75.5% high school graduates). In school enrollment, a strong (61.1%) of the students were in nursery through elementary schools.

Income levels were strong (\$13,253 for the median family). The most dominant (39.4%) occupation was in the "professional" category with "sales and clerical" a strong second (36.6%). "Skilled workers" (9.7%) and "laborers" (9.7%) registered the lowest percentages for the town. "Foreign stock" was consistent with the town as a whole, as were the marital status profiles except for the 11.4% "widowed." Family size (2.84 persons per household) was slightly below the town, and 43.7% of the families had children.

h. Summary of Tracts. While Arlington's census tracts were all above the state figures in important areas of education, median family income, and occupations, some scored higher than others in relation to each other. Tracts 3561, 3562, and 3563 (the eastern tracts) tended to be less well-educated, less affluent, and less dominated by white collar occupations. Conversely, tracts 3564, 3566, and 3567 (basically the central ones) tended to be better educated, more affluent, and more "white collar."

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CHAPTER III. LIBRARY RESOURCES

Any attempts at planning library services must begin with a basic understanding of current library resources. A comprehensive program of data collection was developed and implemented to provide information about the resources. Information obtained on the following aspects of the library's resources is presented in this chapter:

- A. History
- B. Organization and Administration
- C. Personnel
- D. Finances
- E. Facilities
- F. Collections
- G. Branch/System Comparisons
- H. Relationships with other Libraries

A. History

Robbins Library has its origins in an 1835 bequest of \$100 from Dr. Ebenezer Learned of Hopkington, N.H. A student at Harvard College from 1784-1787, Dr. Learned had taught school in Arlington to earn his tuition. His bequest was to establish a "juvenile library" to "promote useful knowledge and the Christian virtues among the inhabitants of the town who are scholars in the primary schools."¹ Other residents were eligible to use the library by payment of a fee. At an 1837 Town Meeting, an appropriation of \$30 was voted to allow all Town citizens to use the library, making Arlington's library the first free public library in the United States.² The library was known as the Arlington Juvenile Library until 1870, when its name was changed to the Arlington Public Library.³

a. Arlington Center

During its early years, Arlington's library was housed in a number of different buildings. For its first year, the library operated off the back porch of the house of the first librarian, Mr. Jonathan Dexter. Other locations for the library during its first half-century are listed below:⁴

Adams House	1837-1842
Unitarian Church	1842-1852
Dodge Building	1852-1853
Town Hall	1853-1884
Swan's Block	1884-1892

On December 2, 1892, dedication ceremonies were held for the building which presently houses Arlington's library, the Robbins Library. The Italian Renaissance building was financed by Maria Farmer Robbins in memory of her husband, Eli. Both of the Robbins had been born in Arlington. Mrs. Robbins herself died before completion of the construction. In the September, 1892, Town Meeting, one of the resolutions expressing appreciation of the Robbins gift stated that "... in perpetual memory of Eli and Maria Robbins the public library shall be known as the Robbins Library of Arlington." ⁵

The first major change to the Robbins Library was the addition of the Junior Library in 1931, financed by a Town appropriation of \$90,000.⁶ In 1951, town histories and vital statistics were moved to the basement, forming the nucleus of the present Historical Collection. Music books were transferred to the mezzanine, presently the Business Collection.⁷ New shelves were added to the basement for old reference books and bound periodicals in 1955.⁸ In 1957, the corridor between the Junior Library and the Main Library was converted to a Junior High corridor through a bequest by Henry C. Dodge.⁹

In 1958, a survey was conducted by two outside consultants. Their recommendations were to have wide-reaching effects on the interior of the Library. By the end of 1961, the first and second mezzanine had been added, an elevator was installed, the Catalog Department had moved to the room formerly used by the Robbins print collection (now the Director's office), and the Young People's Room was moved to its present location. In 1963, the Music Room was moved from the mezzanine to its present location in the rotunda, and the Business Room was created in its present location.¹⁰ Ten years later, in 1973, the Technical Services area was moved to the basement library lecture hall, taking over the last piece of usable space in the Library.¹¹

At the same time as this move, the Trustees were going to Town Meeting to request a \$25,000 appropriation for preliminary plans for an addition to the present building. This study was not followed up until Fall of 1976 when it appeared the Library might have a chance for Federal public works money. The 1977 Town Meeting voted an appropriation of \$20,000 to proceed with the creation of schematic drawings for a possible addition. It also granted permission for the Library to seek Federal funds in the anticipated third round of applications for these funds. At this writing, the Trustees, the Town Manager, the Library Director, and the Permanent Town Building Committee are conferring over selection of an architect for this project.

b. Arlington Heights

The Arlington Juvenile Library and the Arlington Public Library had always been located in the area now known as Arlington Center. In 1880, library service was sufficiently in demand for the residents of the Northwest precinct to begin proposing a branch library. In 1883, service to this area of Arlington was begun by sending a deposit by railway car to the Postmaster. From 1885-1891, the Heights service was at J.A. Wilson's store; and from 1891-1901, it was in the Union Hall Building, the present Arlington Coal and Lumber Co. In August, 1909, the branch service moved to the Locke School, where it stayed until January of 1938.

Beginning in 1907, the Arlington Heights Study Club, led by Mrs. Cyrus Dallin, its first President, conducted a campaign for a separate branch building for this part of Arlington. It was not until 1937 that Town Meeting appropriated \$32,000 for construction of a branch. This building, like the one at the Center, was named for its leading benefactor, Vittoria C. Dallin.¹² The Dallin Branch included a meeting room in its lower level. In 1965, this room was converted into a Children's Library to relieve congestion and noise in the main floor. This has been the only significant change in the Dallin building since its construction.

c. East Arlington

It was not until the 20th century that East Arlington's population received separate library service. In 1915 funds were voted for this

service, and the Crosby School opened a room for an East branch on February 15, 1917. This room served as the location for the East branch until 1950 when it moved into a converted store building at 175a Massachusetts Avenue, which was soon enlarged by taking over two adjacent store buildings. In 1965, the Library learned of a bequest from Edith M. Fox for expansion of the East Branch building. In 1969, the building was completed, and, again, an Arlington library was named for its chief benefactor, Edith M. Fox. This expanded building included a much needed meeting room.¹³

d. Trustees

The institution of library trustees for the Town of Arlington goes back as far as the Library itself. Dr. Learned's will provided that the Selectmen, ministers, and physician of the Town should select the books. This group served as a board by common consent until 1877 when a Town Meeting appointed committee recommended three members be elected. In 1893, this number was increased to six, which is where it stayed until the Town Manager Act of 1952 provided for five Trustees appointed by the Town Manager.

Over the years, a number of distinguished citizens have given long service to the Town as Library Trustees. Dr. Timothy Wellington, the town physician, served on the original board; a member of this family was to serve on the board until 1941, when Arthur Wellington retired after 42 years of service. Other prominent names with long terms include Judge Parmenter for 39 years; the sculptor Cyrus Dallin for 35 years; and in recent years, Molly Yood for 19 years, and Maude Thompson for 16.¹⁴

e. Directors and Staff

At the 1892 dedication of Robbins Library, the Chairman of the Trustees commented on the "excellent librarian, Miss Lizzie J. Newton, who has for twenty years done us faithful service."¹⁵ Miss Newton continued to serve another 33 years until 1926. She was one of three librarians to direct the system over a period of 100 years. Miss Lucinda Spofford, who had been Librarian at Attleboro for ten years, served from 1928 to 1951, when she retired. Her successor, Miss

Judith Stromdahl, had been Librarian of the Weston Public Library. She served as Director of Robbins Library for almost a quarter century, retiring in 1975.

The stability and leadership at the top have inspired similar loyalty in other staff. Many positions have been occupied by only a few people: the Assistant Librarian, the Heads of the two Branches, the Supervisor of Children's Services, the Supervisor of Technical Services, the Head of Circulation, and the Principal Library Assistant positions are all in this category. In addition, a number of present staff have obtained their Library degrees while working at Robbins.

B. Organization and Administration

a. Town Manager

Arlington's library has been a public institution since the 1837 Town Meeting which appropriated \$30 to allow all citizens to use the Library. At the time the Town Manager Act was passed in 1952, the Library was a well established Town Department. Section 15(a) of the Act reads as follows:

The Town manager shall supervise and direct the administration of all departments, commissions, boards, and offices, except the board of selectmen, the school committee, moderator, town clerk, town treasurer and collector, town accountant, assessors, registrars of voters, election officers, boards of appeal, the finance committee, and the personnel board.¹⁶

In Section 15(b) the manager is also given the authority to "reorganize, consolidate, or abolish departments,..." and to "establish such new departments...as he deems necessary...subject to the approval of the board of selectmen."¹⁷

b. Trustees

Section 22 of the Town Manager Act provides for the appointment by the Town Manager of "five suitably qualified persons" to the Board of Library Trustees for staggered terms of three years. Aside from this legal provision, the Board operates largely on informal common understanding of its mechanics. The Board has a regular monthly meeting and other meetings as needed.

Regarding the duties of the Board, the Town Manager Act reads as follows:

The board of library trustees appointed hereunder shall organize for the proper conduct of their duties and shall possess all the powers and rights and be subject to the duties and liabilities conferred or imposed by law upon boards of library trustees of towns, but in the performance of their duties they shall be subject to the general supervision and direction of the town manager. They shall have administration of all library trust funds.¹⁸

This establishes what would seem to be the possibility of a contradiction within the Town Manager Act itself since the "powers and rights" referred to above are stated in the Massachusetts General Laws:

The board shall have the custody and management of the library and reading room and of all property owned by the town relating thereto. All money raised or appropriated by the town for its support and maintenance shall be expended by the board, and all money or property which the town may receive by gift or bequest for said library and reading room shall be administered by the board in accordance with the provisions of such gift or bequest. The board of any library, for the purpose of improving the services of said library, may enter into an agreement with the board or boards of any neighboring library or libraries, to pay for services in common, such payments to be shared in accordance with terms of such agreement.¹⁹

A clarification of authority and responsibility at the top of the Library's hierarchy with a better definition among Trustees, Town Manager, and Library Director would be a sound organizational move.

c. Library Policy and Procedures

While there have been various statements written over the years regarding Library goals and policies (most often in the annual report), there is no single statement which staff or public can turn to for clarification on a particular issue. The Program Budget statements prepared for the Town budgets for FY 77 and FY 78 come the closest to filling this function. Specific objectives have been outlined for FY 77 also. In 1976, a staff committee developed written guidelines for time off for continuing education activities. In 1977, staff also developed a general written materials selection policy which has not yet been approved as general library policy. There are many "understood" policies, but in some cases it is difficult to determine their origin or rationale.

It appears that at one time, all Departments had procedures notebooks, explaining in detail the routine activities of those departments. These notebooks exist presently for only a few departments. Existing library procedures are sometimes handled differently in different parts of the Library and may contradict the strong public service philosophy.

Examples include handling of standing orders, transfer of books from the New Book Browsing Area to the general stacks, and the handling of reserves.

A significant area where practices seem to contradict public service philosophy is in the book selection process. The expectation that all fiction be read and that all new books be approved in book meeting can cause serious delays in getting books to the public. Allowing branches an opportunity to select their books only from the Main Library's holdings can cause much more significant delays in the branch's getting the book and prevents the development of collections designed to serve the differing segments of the community.

There is a distinct need for the evaluation of the Library's policies and procedures in most areas to ensure their consistency with the current and future goals of the organization and the effectiveness and consistency throughout the system.

d. Personnel Policies and Practices

While there are many common understandings and some printed materials concerning personnel matters, there is no single place a staff member can turn to learn all the policies which might affect that individual personally. Written matter includes the Town Leave Regulations, the Town "Classification and Compensation Plans...", the Town Employee Handbook, the Local 680 union contract, the most recent "job" descriptions, the draft Employee Review Manual, and the statement on time off for continuing education activities. Only the last item is a Library-generated statement, and only the Director's Office has all of these items available.

There are other needs in the personnel area. First is the need for a clear, logical classification plan with appropriate qualifications, levels of responsibility, salaries, and written classification descriptions for each level in the LS, MC, and AG scales as they relate to the Library. One example of problems in this area is the seeming difference in responsibility levels between the AG-4 Senior Library Assistants at the Branch and at the Main Library.

There is also a need for clear, specific, regularly updated job descriptions for each individual position in the Library. The Library, like

other Town departments, has a set of job descriptions developed by an outside source. Closer examination of these descriptions reveals that they are a mix between job descriptions and classification descriptions.

The selection process, another area needing examination, is affected by Civil Service in the custodial area and Affirmative Action requirements in all areas. Systematic, clearly understood hiring procedures and policies in all areas of selection are needed (for example, posting openings for internal application; listing openings with the Bureau of Library Extension, Simmons College School of Library Science and other library schools; under consistent criteria, advertising more widely for certain positions; and consistent interviewing practices).

Training and staff development are other areas needing attention. The Library's major effort at training might be called an "apprenticeship" kind of training. That is, a new staff member is put on the job with a more experienced staff member who generally "shows him the ropes" and is responsible for answering questions. Aside from an initial tour of the Library, this training approach omits a general orientation to Library service, policy, and philosophies.

Within the Library, there are many possibilities for staff development opportunities: staff meetings, staff committees, "job rotation", training seminars, and job enrichment. Outside the Library, the Library should be encouraging participation in a variety of professional activities. Time off and some assistance with expenses should be provided. All staff should have equal opportunity for these activities, with participation being independent of the staffing configuration of a particular department.

Another personnel area needing attention is the responsibility of the Library to provide regular feedback to employees on how well they are meeting performance expectations. A recent addition in this area has been the design and implementation of the Town performance review form and manual. Prior to the Town performance review system, informal evaluation occurred and staff understood that they were on initial six-month probationary period. Possibly, a more effective means of clarifying expectations would be for the Library to go to a management by objectives

system where the staff member and supervisor agree on specific objectives for a certain time period.

Aside from the major personnel areas discussed above, some inequities seem to have evolved in the system. There are three different work weeks for full-time staff: 40 hours, 38 hours, and 35 hours. Most staff work every other Saturday; some, two out of three Saturdays; and, some, no Saturdays. Most staff work two nights a week and some work no nights. Custodial staff are paid a night differential and other staff are not. Some staff work regular Friday nights and most staff do not.

e. Management Information

To evaluate Library operations, the Town Manager, Trustees, and Administration need adequate information. Specific informational needs include regular reporting on the personal services and expenses budget, statistics on use, and statistics on processing of materials. Mechanisms exist presently for reporting of this type. It is suggested that they be reviewed for their effectiveness in meeting today's needs.

f. Organization of Library Staff

The present organization of the Library reveals several areas of confusion in supervisory, direct reporting, and/or coordination responsibilities. Among them:

- Relationship between the Town Manager, Trustees, and Library Director;
- Reporting responsibilities of the Music Director and Print Curator;
- Reporting/supervisory responsibilities for the Head Custodian;
- Reporting/supervisory responsibilities for the Junior Custodians;
- Supervision and reporting of pages in the Main Library;
- Coordination of branch activities like book selection;
- Coordination of branch children's activities.

A clarification of role and reporting responsibilities is essential to the smooth functioning of the Library.

C. Personnel

In evaluating Arlington's personnel resources, it is helpful to compare them with those of other libraries in the area. Throughout this survey, the communities selected for comparison are those used by the Personnel Board for its salary and other personnel evaluations. The primary source for information on other libraries was the 1976 report on personnel by the Massachusetts Bureau of Library Extension.²⁰ For full-time equivalent staffing information, telephone calls were made to the libraries; in some cases the FTE's represent an estimate based on the information the library in question was able to provide.

a. Quantity of Staff

Table 28 makes a graphic picture of Arlington's ranking in various factors related to personnel resources. While Arlington is tenth or at the median in the population it serves, it is sixth in full-time equivalent staff, four above the median. Related to Arlington's relatively high ranking for FTE staff is its relatively low ranking in the population served per FTE -- 11th or two below the median.

The quantity of staff is also related to the amount of money devoted to personnel. Arlington is seventh in per capita salary expenditures, three above the median, and fourth in the per cent of the total budget devoted to salary -- or six above the median. While one might jump to the conclusion that Arlington's salaries are high, this is not the case. As will be shown, Arlington's professional salaries are quite low, and other salaries are comparable to or lower than those of other communities.

The final four columns in the table point to possible contributors to this phenomenon. The striking element in these four columns is that Arlington is sixth, or four above the median in the number of professionals and fourth, or six above the median in the number of custodians. This latter ranking is two higher than Arlington's ranking in total FTE staffing. These numbers are not really accounted for by the number of branches since Arlington is at or below the median in this area, depending on how the rankings are read. A significant contributor to the high number of staff which cannot be spelled out in a table is the configuration of the present main building and Dallin Branch, and the extra staffing they require. The physical features of having two branches and an older, heavily departmentalized building create added staffing burdens.

TABLE 28 .

PERSONNEL COMPARISONS

Ranking within group shown in ()

COMMUNITY	1975 POPULATION	FULL TIME EQUIVALENT	POP. SERVED PER FTE	PER. CAP. SAL. EXP.	SAL. EXP. % OF TOTAL	# POSITIONS REPORTED AS PROFESSIONAL	CUST. STAFF FTE
1. ARLINGTON	50,223 (10)	51.77 (6)	971.43 (13)	9.26 (7)	77% (3)	17 (6)	5.5 (4)
2. Belmont	27,660 (15)	27.8 (13)	994.96 (12)	10.40 (4)	71% (12)	13 (9)	3.5 (6)
3. Brookline	53,150 (9)	62.2 (4)	854.5 (17)	14.37 (1)	71% (12)	27 (2)	7 (1)
4. Cambridge	102,095 (1)	78 (2)	1308.9 (6)	7.38 (14)	72% (11)	24 (3)	6 (2)
5. Concord	17,270 (19)	24.2 (15)	713.6 (19)	12.97 (2)	67% (16)	12 (12)	2 (12)
6. Framingham	65,564 (4)	52.8 (5)	1241.7 (9)	8.26 (9)	77% (3)	13 (9)	
7. Malden	55,814 (8)	28.6 (12)	1951.5 (2)	4.84 (19)	66% (19)	11 (13)	2 (12)
8. Medford	60,702 (5)	35 (9)	1734.3 (3)	6.75 (15)	76% (6)	15 (7)	3 (7)
9. Melrose	32,213 (12)	37.2 (8)	865.9 (16)	7.63 (12)	74% (9)	9 (18)	2.05(11)
10. Milton	27,214 (16)	24 (16)	1133.9 (10)	7.49 (13)	75% (5)	10 (16)	
11. Natick	31,102 (13)	20.15 (19)	1543.5 (4)	6.52 (16)	67% (16)	21 (4)	2.15(10)
12. Needham	29,936 (14)	23.4 (18)	1279.3 (7)	8.12 (10)	69% (15)	11 (13)	2.5 (8)
13. Newton	89,183 (3)	79.5 (1)	1121.8 (11)	7.70 (11)	75% (7)	19 (5)	6 (2)
14. Quincy	91,487 (2)	73 (3)	1253.2 (8)	8.53 (8)	80% (2)	28 (1)	2 (12)
15. Waltham	56,757 (7)	23.7 (17)	2394.8 (1)	5.11 (18)	82% (1)	7 (19)	2 (12)
16. Watertown	36,075 (11)	38.82 (7)	929.77 (14)	10.89 (3)	77% (3)	13 (19)	
17. Wellesley	26,593 (17)	35 (9)	759.8 (18)	10.28 (6)	67% (16)	15 (7)	2 (12) 74
18. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
19. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
20. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
21. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
22. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
23. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
24. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
25. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
26. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
27. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
28. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
29. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
30. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
31. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
32. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
33. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
34. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
35. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
36. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
37. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
38. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
39. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
40. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
41. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
42. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
43. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
44. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
45. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
46. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
47. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
48. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
49. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
50. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
51. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
52. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
53. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
54. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
55. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
56. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
57. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
58. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
59. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
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65. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
66. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
67. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
68. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
69. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
70. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
71. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
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73. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
74. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
75. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
76. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
77. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
78. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
79. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
80. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
81. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
82. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
83. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
84. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
85. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
86. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
87. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
88. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
89. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
90. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
91. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
92. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
93. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
94. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
95. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
96. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
97. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
98. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
99. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98
100. Weymouth	56,854 (6)	33.2 (11)	1712.4 (5)	5.70 (17)	73% (10)	11 (13)	2.5 (8) 98

b. Salaries

Comparison of Arlington's salaries revealed the figures shown in Table 29. With the exception of the custodial positions and possibly the AG-4 classification, all Arlington salary scales are at a disadvantage to some degree. The most striking disparities between Arlington's figures and the median for the survey occur in the Staff Librarian (LS-2) and Senior Librarian (LS-3 and -4) positions, with the Staff Librarian -- or beginning professional -- at the greatest disadvantage at the bottom and the top of the scale. The LS-1 position at Robbins is a "pre-professional" position, requiring a Bachelor's degree and not requiring the M.L.S.

TABLE 29. SALARIES

<u>Position</u>	<u>Survey Median</u>	<u>Arlington</u>	<u># FTE Staff</u>	<u>Difference</u>
Director	\$16,353 - 19,955	\$14,976 - 22,464	1	\$ -1377 to +2509
Asst Director (LS-5)	13,044 - 15,890	13,572 - 15,409	1	+ 528 to - 481
Senior Librarian (LS-3 & 4)	12,283 - 14,362	10,867 - 13,674	8	-1416 to - 688
Staff Librarian (LS-2)	10,432 - 12,983	9,335 - 10,874	8.4	-1097 to -2109
Senior Library Technician (AG-6)	8,217 - 10,667	8,134 - 9,910	2	- 83 to - 757
Library Technician (AG-4)	7,438 - 9,077	7,469 - 9,053	12	+ 31 to - 24
Clerical (AG-1)	6,388 - 8,964	6,292 - 7,949	1	- 96 to -1015
Custodial (MC-3 & MC-6)	8,899 - 11,641	9,187 - 11,641	5.5	+ 288 to same

The AG-1 and AG-6 positions are also at some disadvantage at both ends of the scale. The Assistant Director's starting salary is higher than the median, while the top of the scale is correspondingly lower than the median. Compared to the other communities surveyed, the Director's salary is low at the starting level and high at the closing point. Comprehension of the Director's scale may be helped by knowing that all managerial salary scales for the Town of Arlington are based

on a 50% range; that is, the maximum salary is 50% higher than the minimum salary for positions on the "Merit Compensation Plan - Schedule M" for the Town of Arlington.

Salaries for Robbins Library professional librarians are also at a disadvantage when they are compared with those of school librarians in the Town of Arlington. School librarians are on the same scale as teachers and have a starting salary of \$10,912, substantially higher than the maximum salary for the Library's LS-2 position. In addition, school librarians are eligible for sabbatical leave at seven years and tuition reimbursement and enjoy much longer vacation than Arlington's public librarians.²¹

The study by the Massachusetts Bureau of Library Extension lumps together wages paid to part-time personnel equivalent to Robbins Library college student and high school page positions. It appears that the pages are paid quite competitively at the present minimum wage rate, \$2.30 per hour. Although college student positions cannot be separated out, there is some evidence of wage inequities for college students at Robbins Library. They have been at \$2.50 per hour for several years, while page rates have risen from \$2.00 per hour to \$2.30 per hour. Robbins Library college students have considerably more responsibility than pages and should have a higher pay differential. In addition, a major reason for the Library's inability to attract College Work Study students was the low rate of pay offered. Another difficulty in this area is the inability to reward merit. All pages are paid at the same rate, and all college students are at the same rate.

c. Relationship of LS, AG, and MC Scales

Close study of Table 30 reveals that the custodial salary scale ranges between that of the Professional Library Assistant I (LS-1) positions and the Department Head (LS-3) positions. This relationship means that at any given time, a custodian could be making more than a librarian. This observation added to the knowledge that the LS-2 and LS-3 positions are underpaid, compared to other libraries, and the custodians are paid at a level comparable to those of other libraries points to further salary inequities for the librarians.

The following table ranks staff distribution by general category:

TABLE 30.
STAFF DISTRIBUTION BY CATEGORY

	<u>FT</u>	<u>PT in FTE</u>	<u>TOT</u>	<u>% TOT</u>
Professional (LS)	*18 (17/1)	1.4	19.4	37.5%
Non-Professional (AG)	13	2.0	15.0	29.0%
Pages	-	8.1	8.1	15.6%
Custodian (MC)	5	.5	5.5	10.6%
College Students	-	3.8	3.8	7.3%
	<u>36</u>	<u>15.8</u>	<u>51.8</u>	

* The one LS-1 position does not require an M.L.S. degree.

An extensive job analysis should be done to ensure the appropriate and effective use of all personnel and to serve as a basis for possible reorganization of responsibilities and for future personnel planning.

D. Finances

In looking at the financial resources available to Robbins Library, it is helpful to make comparisons in this area on the same order as those done by the Town Manager's Office for the Town. For these comparisons, the same 18 communities as used in personnel comparisons have been selected. The information on Robbins and other libraries is that reported in the Fiscal Year 1976 report by the Massachusetts Bureau of Library Extension. The table below depicts Arlington's ranking on the factors indicative of the financial support the Library receives:

TABLE 31 .

FINANCIAL SUPPORT INDICATORS FOR LIBRARY SERVICE ²²

Per Capita Income	6 (4 above Median)
Per Capita Salary Expenditures	7 (3 above Median)
Per Capita Materials Expenditures	10 (Median)
Population Served	10 (Median)
Full Value Tax Assessment	13 (3 below Median) (FY77)
Full Value Tax Rate	8 (2 above Median) (FY75 & 77)

Despite Arlington's relatively low ability to pay, the Robbins Library is sixth in per capita income, seventh in per capita salary expenditures, and tenth in per capita materials expenditures--never falling below the median in these indicators of financial support and four above the median in its overall income.

Another way of evaluating the financial support the Library receives is to look at the Library's budget as a per cent of the total Town budget. The figure reported by the Bureau of Library Extension is the Library's per capita total income as a per cent of total municipal expenditures; thus, Arlington's figure includes Trust fund income. The figure reported for Arlington is 2.2%, which ranks sixth (one above median) in the 14 communities reporting the figure. Again, Arlington is above the median.

It is also interesting to compare Town and Library appropriations over several years, looking at the percent change in the Town appropriation with that for the Library. The following table points out that Library appropriations have not kept pace with Town appropriations. Thus, there is some factual basis for the feeling that the Library is not faring as well financially as it used to.

TABLE 32 .

TOWN VS. LIBRARY EXPENDITURES ²³

	<u>1970</u>	<u>FY1978</u>	<u>Difference</u>	<u>Percent Change</u>
Town	17,729,240	29,429,197	11,665,010	66.0%
Library	478,720	639,103	160,311	33.5%

From 1970 to 1977, the Consumer Price Index rose from 116.7 to 178.8, an increase of 53.2%-- at the same time the Library budget was increasing by 33.5%. Obviously, these figures mean that the real value of the Library's budget has decreased over this period. To understand the impact of this decrease, it is helpful to look more closely at the breakdown of Library appropriations by category. The following table compares for each category the dollar figures for 1970 and Fiscal Year 1977, as well as their respective shares of the budget; it also shows the percentage increase in each category for those years. Fiscal Year 1978 is not used because personal services figures do not include cost-of-living increases.

TABLE 33 .
LIBRARY BUDGET BREAKDOWNS

	<u>1970 Amount</u>	<u>% of Budget</u>	<u>FY1977 Amount</u>	<u>% of Budget</u>	<u>% Increase, 1970-77</u>
Personal Services	\$373,270	78.0%	\$490,347	75.7%	31.4%
Books	48,200	10.1%	66,000	10.2%	36.9%
Periodicals	3,500	0.7%	12,000	1.9%	242.9%
Sub-Total:	51,700	10.8%	78,000	12.0%	50.9%
Tot.Mat.App.	55,300	11.5%	83,000	12.8%	50.1%
Expenses	102,781	21.5%	152,779	23.6%	48.7%
Cap. Outlay	2,319	-	4,960	-	-
		% of Mun.Ap.			
Total Budget:	478,720	2.6%	648,086	2.2%	+33.5%
Consumer Price Index	116.7		178.8		+53.2%

The following table compares the percentage increase for the basic components of the Library budget with those for the Town appropriation, the Consumer Price Index, and the total Library budget:

TABLE 34 . RELATIVE INCREASES IN SPENDING, 1970-FY1977

Periodicals	242.86%
TOWN APPROPRIATION	66.0
CONSUMER PRICE INDEX	53.2
Expenses	48.65
Books	36.93
TOTAL LIBRARY BUDGET	33.5
Personal Services	31.36

While the total Town appropriation kept ahead of the Consumer Price Index, the total Library budget was well behind it. Books and personal services, two significant components of the Library budget, suffered the greatest decline in purchasing power. The personal services decrease reflects some cuts in page time and Circulation, as well as the failure of salaries to keep up with the cost of living.

The overall financial picture of the Library is confusing, with several apparent contradictions. On the one hand, the Library, relative to other communities, seems well-funded. On the other, expenditures have not kept pace with inflation or the rate of increase for the Town overall, resulting in a decrease of purchasing power, especially in the critical area of spending for books and other materials. Also "personal services", despite a slight percentage decline to 75.7% of the Library budget, remains the overwhelmingly most significant aspect of expenditures even though most of the Library's salaries have been shown to be low compared to other communities.

There are probably several factors that cause these "contradictions". A major one is the physical arrangement of the Library system with two branches and heavy departmentalization of the Main Library. This requires a significant number of personnel just to provide basic services. It also prevents the flexible use of personnel.

The extensive job analysis suggested earlier will probably aid in the determination of just where personnel time is being spent.

E. Facilities

In discussing library facilities for the Town of Arlington, the three buildings will be treated separately, except where aggregate figures have implications for the Library's ability to serve the community as a whole.

a. ROBBINS LIBRARY

1. Location

As was pointed out in the library history, the present Robbins Library was constructed in the early 1890's. The location then and now is ideal in many respects. It is on the "spine" of Arlington -- Massachusetts Avenue -- at a strategic intersection -- Pleasant Street, or Route 60. It is adjacent to Town Hall and the major shopping area of Arlington.

It is the very centrality of the Library's location that creates the drawbacks associated with it. The busy traffic on Pleasant Street and Massachusetts Avenue may in fact discourage "walk-in" traffic from children. The lack of expansion room for the Library and the dearth of parking space are other problems with the location.

The Library itself has 14 spaces in its side parking lot and will have five to six in the front lot which is actually owned by the First Parish Unitarian Universalist Church. Since there are 30 full-time staff and 10 part-time adult and college staff who may want to use these spaces, staff and public parking are at a premium. Illinois standards recommend 300 sq. feet²⁴ or 68 spaces for the Main Library, illustrating in another way the inadequacy of Main Library parking. There is a small municipal lot on Water Street which is unmetered but limited to two hours. A much larger municipal lot is on the opposite corner of Massachusetts Avenue and Pleasant Street, but this parking is metered, discouraging staff and public use. In view of the finding that Arlington residents are not willing to park more than 300-400 feet from their shopping destination, this factor may be more of a discouragement to use than might ordinarily be thought. The existence of good public transportation on Massachusetts Avenue apparently is not an answer to this problem. However, all Town establishments in the Center share this problem, and a solution to it may depend on the future development of the Center.

2. External Features

The Robbins Library building, massive in scale, is Italian Renaissance in style with an imposing front, impressive staircase leading to the front door, high ceilings, a beautiful rotunda, marble tile floors, and an exquisite reading/reference room. These are beautiful features to which long-time Arlingtonians have become very attached over the years. However, closer examination reveals that some of these same features discourage use and impair efficiency.

While the imposing nature of the building is not that atypical for New England libraries, it does seem that the very appearance of the building might discourage the less intrepid of potential library users.

The desire to protect the integrity of the building's appearance may have contributed to the lack of visibility of important external features. The bookdrop and Library hours sign are at the top of the stairs on the side of the Main entrance, hidden somewhat by the portico, the bicycle rack is next to the side driveway, apparently out of sight of most cyclists or too far for them to feel safe leaving their bikes there. While the Library's unique character makes it easily identifiable and there are letters etched in the side of the building, a more prominent sign would be of help.

There are two public entrances to the Library -- the Main entrance, open at all times the Library is open, and the Junior Library entrance, open 9-6 Monday through Saturday. Each of these entrances requires the user to ascend a set of relatively steep stairs. The stairs at the Main entrance lack handrails at the two landing levels. These staircases, while attractive, are hazardous, especially for the elderly, small children, and mothers with baby carriages. It is impossible for a person confined to a wheel chair to enter Robbins Library.

There are three basement level entrances or exits for staff and delivery purposes. They, too, require maneuvering a steep set of stairs. A back door is available for staff to enter before the building opens. It also serves as a fire exit for staff and patrons. The delivery door is underneath the Junior Library at the back of Technical Services. The lack of visibility of the door and the narrowness of the stairwell mean that a number of deliveries come through the Main public door. The third base-

ment exit serves primarily as a fire exit although staff use both basement doors to exit for lunch and the end of the day. These basement exits are necessary, but they do have inherent security problems.

3. Internal Factors/Arrangement/Appearance

A new library user arriving inside the main entrance would be impressed by the busy nature of the area, the unique and beautiful character of the Reading/Reference Room to the left, and the clearly visible large numbers of books. However, the number of choices available to the new user is probably confusing. There are three desks with staff in the immediate area; a room filled with books is directly ahead; a spiral staircase is to the immediate right; and books are on two mezzanines. Visible signs from the rotunda area include a small "reference" sign on that desk, a "Biographies" sign in the Browsing Area, the "Science Fiction," and "Popular Reading" signs near the card catalog, signs on top of the card catalog explaining the numbers in the Business Section and that Children's books are in the Junior Library catalog, the sign at the Business mezzanine, and some number guides on the mezzanine levels which do not include all the numbers.

The presence of a Reference Librarian at the desk in front of the main entrance helps to counteract the confusion the new user must feel on entering the building. The fact that the person assigned to this desk may be up on a mezzanine helping a patron detracts from this advantage, although there should be one person at each Circulation desk at all times to answer directional questions and questions related to Circulation.

It is in the basic area of the arrangement of books that the major drawbacks of the building become evident. The 1890's structure is divided into 30 separate rooms separated primarily by thick masonry walls.²⁵ The structure of the building combined with some of the more modern service directions have created some arrangements of materials which must be very confusing to the user.

The room to the left of the foyer began as a beautiful reading room with no books. Today, it is a reference room overcrowded with books, tables, and patrons. It also has the latest issues of most magazines, all newspapers, college catalogs, pamphlets, and telephone books. The area directly in

front of the user when he/she enters is known by the staff as the "Browsing Area" and includes new books and Large Type Print Books. This area also has new issues of popular magazines and the microfilm reader/printer and microfilm reader. The "glass cases" which protect material subject to unusual loss are located in the area around the elevator.

The arrangement for the adult non-fiction collection begins with the 000's on the second-or-top-mezzanine, breaks after 641 and continues to the first mezzanine, where it breaks in the biographies, and continues to the basement. The arrangement does not work very well in practice -- due to the overcrowded condition of the stacks, the nonstandard shelving, and the necessity to jump the main level, which is devoted to fiction. In an effort to use every available inch of space, books have been wound around the walls in a manner confusing even to staff. Particularly confusing areas are the 300's on the second mezzanine, the 820's and Quartos (oversize) on the first mezzanine, and the quartos for the 900's.

The most confusing shelving arrangement for staff and public alike is that for biographies. At the time the basement was opened to the public, it was decided to place biographies between the 919's and 920's. This arrangement has not worked, due in large part to where the 919's and 920's fell in the mezzanines. The biographies are on three different levels, are frequently confused with the fiction on the main level, and have no signs helping the user to find his way to the right location.

Two other confusing divisions for the public are the separate Business and Art and Music areas. The location of the Art and Music collection on the top of the building, and the pulling out of the 700 to 789's from the rest of the collection are confusing to both Art and Music patrons and users of other parts of the collection. Even more difficult for staff and patrons is the Business area, with its broken runs of numbers in the 300's and 600's. While the Business browser may find the area convenient, all other library users are confused by the many breaks in the numbers; at present, the area includes the following numbers:

331-333.6
 336-336.9
 338.5-338.9
 368-368.4
 650-655.9
 657-659.9

The Young Adult Room is to the left of the Browsing Area on the main level. It has a complete range of fiction, non-fiction (excluding Art and Music numbers), and reference works. It also has a small selection of popular magazines and a filled paperback rack. Its book collection numbers slightly more than 7,000. Arrangement of books in this area is confusing at points due to the effort to use every available inch of space. Crisp, easily readable signs do exist in this room.

The corridor between the Browsing Area and the Junior Library contains the Junior High collection. This arrangement of books is fairly straight forward although there are no signs to guide the reader.

The Junior Library, like the adult collection, suffers greatly from overcrowding. Children's areas, even when spacious, have many separate groupings of books -- easy, short fiction, picture books, fiction, biographies, non-fiction. This fact is complicated by the ingenious cramming of books into every available nook and cranny in the Junior Library. In addition, there are book trucks with Boy Scout books, nature encyclopedias, easy readers, over-size books. The most confusing arrangement is the beginning of the non-fiction, and its proximity to the fiction and short fiction. Signs do aid the user here, but more of them and in some cases more visible signs would help. Another disadvantage in the Children's area is the height of the shelves around the wall -- seven feet. Another indicator of the crowding is the distance between tables, bookcases, etc. In the Junior Library, this is generally one to two feet. This does seem to be cramped spacing even for children. Another item affecting the appearance of the Junior Library is the drab color of the paint and the matching drapes.

Another way of illustrating the complexity of shelving arrangements is to identify the number of different arrangements - 11 for fiction and 26 separate arrangements for non-fiction -- a total of 37 separate arrangements with which the staff and public must attempt to cope.

4. Space

While space needs are more complicated than simply providing more room to shelve books, shelving for the collection is, of course, a basic need. It has already been shown that Arlington has a relatively large collection for its population and that there are indicators of a need for a one-time large-scale withdrawal program which could then be followed by systematic collection maintenance.

An analysis of existing shelving as it relates to the size of the collection in various areas of the Library produced some very interesting numbers. A generally accepted figure for the capacity of shelving is eight volumes per square foot.²⁶ The following table presents a breakdown of shelving capacity by area of the main library.

TABLE 35 .

SHELVING CAPACITY - MAIN LIBRARY

<u>Area</u>	<u>Linear Feet of Shelving</u>	<u>Volume Capacity</u>	<u>Actual Volumes</u>
Adult Circulation	5,988	47,902	
Reference	1,989	15,912	
Art & Music	597	4,779	
ADULT SUB-TOTAL:		68,593	110,411 (1.6 x capacity)
Young Adult	403	3,226	7,391 (2.3 x capacity)
Junior Library	1,156	9,250	30,570 (3.3 x capacity)
TOTAL	10,133	81,069	148,372 (1.8 x capacity)

By use of makeshift shelving, book trucks, etc., the Main Library building shelves almost twice its normal capacity. The adult collection holds more than one and a half times its capacity; the Young Adult, more than twice its capacity; and the Junior Library more than three times what it should be,

holding! This overcrowding is the reason for the shelving of books on tops of cases throughout the Library -- most noticeably in Art & Music and the Junior Library, which also uses book trucks to some degree. The overcrowding is also the reason for all the odd placements of bookcases in the adult collection and the resulting confusion in the arrangement of the books.

If the system collection were to be reduced from its present 193,791 volumes to near the recommended figure of 2.5 per capita, or 125,557, this would be a system reduction of a little more than one-third. If the Main Library collection reduced proportionately, its size would be right at 99,000 volumes, requiring about 12,400 linear feet or about 20% more than presently exists. Thus, the prospect of a one-time large-scale withdrawal program and systematic collection maintenance does not eliminate the need for additional shelving at the Main Library, although it does promise stabilization of the need.

A basic measure of the adequacy of space is the total square footage. Different standards recommend from .5 square feet per capita to .65 square feet per capita.²⁷ For Arlington, this would mean from 25,112 square feet to 32,645. The square footage for Robbins Library is 21,022, or .41 per capita -- clearly inadequate for the whole of Arlington. Figures for the two branches have been estimated from a combination of blueprints, free drawings, and written descriptions. These figures are 1,985 square feet plus the Children's Library for Dallin and 14,288 square feet for Fox, bringing the system total to 37,295.

Space available for public use is a critical factor to consider. One set of standards recommends that .35 square feet per capita be provided for public area (17,578 square feet for Arlington).²⁸ The Main Library has a little over 10,000 square feet for public use with over half of it on the Main floor level. Fox has at least 7,000 square feet for public use and Dallin at least 1,000 square feet.

Other indicators of space for the public are the number of seating spaces, the square feet per reader and the distance between aisles. The figures for the square feet are difficult to evaluate since numbers available are gross figures for each area, not subtracting space consumed by shelving or staff desks. It is generally accepted that there should be three seats per thousand population, or 150 seats for Arlington, with 30 square feet per adult

reader and 20 square foot per child-reader.²⁹ The following table presents number of seating spaces and square footage by area:

TABLE 36 .			
PUBLIC SPACE - MAIN LIBRARY			
<u>Area</u>	<u>Seats</u>	<u>Gross Square Feet</u>	<u>Distance In Aisles</u>
Reference	46	1,462	22" - 30"
Business	9	330	22"
Young Adult	17	572	18"
Junior Library	40	1,680	12" - 24"
Art & Music	18	2,542	
Browsing	9	320	6" - 12"
MAIN	139	6,906	
DALLIN	59		21" - 32"
FOX	80		24" - 60"
	278		

The figures imply adequate seating and square footage for the system as a whole. However, only the 18 seats in the Art & Music Gallery and the Fox Branch appear uncrowded to the eye. Looking at figures for distance between tables, chairs, and shelves helps to explain this contradiction. At best, Robbins Library aisle widths are half the recommended width and generally much less than that.³⁰ The Library also has six chairs at each table in the Reference Room, two more than recommended.

Public space is further encroached upon by the placement of staff working areas in the public area and the overflow of staff into other public areas in attempts to find a quiet place to work. Standards recommend 150 square feet per full-time equivalent staff member.³¹ The Main Library has approximately 43 full-time-equivalent staff; therefore, it should have 6,450 square feet of work area. It is difficult to pin down a figure for separate work area, but the most generous figure

is approximately 3,200 square feet -- half the recommended figure. Below is a listing of separate work areas, their square footage, the number of people assigned to them, and the number of desks:

TABLE 37.
STAFF SPACE - MAIN LIBRARY

<u>Area</u>	<u>Square Feet</u>	<u>No. of Staff Assigned*</u>	<u>Desks</u>
Young Adult/Jr. Lib. Work Room	70	*5 + pages	0
Slipping	162	*5 ad., 12 pages, 1 3 coll. stud.	1
Payroll Office	60	1	1
Art & Music Work Room	272	6 + pages + coll. stud.	0
Director's Office	456	3	3
Circ./Jr. Lib. Work Room	308	*4	2
"Work Room"	352	9 + asst. libn., 2 YA, pages, coll. students	3
Technical Services	933*	6 + page	6
Historical Room	442	0	0
	3055	*39+	16

*The Junior Library staff and Head of Circulation appear in two places.

**2/3 of the figure for the Junior Library Hall, Rest Rooms, and Cloak Room.

Only the Director's Office and Technical Services have the recommended work area. The "Work Room" in addition to its crowding, is poorly ventilated and serves as a hallway from the public area to staff quarters. The Young Adult/Junior Library Work Room is really a storage area. The payroll office is cold in winter and hot in summer. The Circulation/Junior Library Workroom and Historical Room are poorly ventilated and cold.

Technical Services is very cold in the winter. The Director's separate office cannot be cooled by the air conditioner in the outer office. The Art work area, badly overcrowded, is also uncooled by the air conditioning in the other area -- without natural ventilation, it is extremely stuffy in the summer. The area where returned books are processed is poorly lighted and very crowded.

The lack of privacy for staff consultations is also a major problem. Only the Director's Office can afford the privacy one should have for such discussions. To reiterate, the inadequacy of work space at the Main Library impacts on the public, not only in hampering the efficiency of behind the scenes work but also in causing significant overflow of what should be behind the scenes work into the public area.

b. DALLIN LIBRARY

The Vittoria Dallin Branch is also located just off the "spine" of Arlington -- Massachusetts Avenue at a major intersection with Park Avenue in Arlington Heights. One handicap to the location is that much of Arlington Heights is hilly and the farther away from Massachusetts Avenue, the less adequate the bus transportation. Massachusetts Avenue may also discourage children "walk-in" traffic. Parking is adequate, with public spaces on both sides of Park Avenue, apparently designed to serve the entire Arlington Heights shopping area. The elderly without their own transportation do have a problem getting to this branch, however.

1. External Factors

The Dallin Library, built in the late 1930's, has a pleasant appearance from the outside. There is an attractive wooden sign on the front lawn and the trees and shrubs enhance the charm of the building from the outside. The book drop is clearly visible but not accessible from the street. There is a sign with Library hours to the left of the main entrance, in much the same location as that for the Main Library. Staff and patrons alike feel that the sign should be right on the main door, though this might detract from the appearance of the building.

There are two public entrances to the building. The Main entrance requires ascent up steep stairs, presenting the same problems that Main Library steps have: hazards for the elderly, children, mothers with carriages and an impossible barrier for the physically handicapped. The children's entrance around at the back of the building does not have steps, but does have a winding, slanted walk which becomes slippery and hazardous in the winter. A person in a wheelchair could not get through the children's library door, and a person with crutches would have great difficulty maneuvering the stairs from the children's area to the adult area. There are three doors on the basement level, two used only as fire exits.

2. Internal Factors

Entering the Dallin Branch must be a much less intimidating experience for the first-time user than entering the Main Library. Staff are always present at the public service desk immediately in front of the door. The room has a somewhat old-fashioned charm with its carpet, book-lined walls, art work, and display case.

A closer look at the adult area reveals that it shares some of the same difficulties as the Main Library because of its overcrowding and separate groupings of books. One reference section is near the desk, and another is across the room, out of sight of the person using the section behind the desk. There is adult fiction, non-fiction, biographies, new books, and young adult non-fiction, fiction, and biographies. Signs exist, but there is a need for more, easier to read signs. The attractive wooded book cases, built in 1939, have suffered from years of wear, with many sagging in the middle and most worn and scuffed. Another indicator of the crowding is that the four-drawer adult pamphlet file is kept in the librarian's office. Still another drawback to the adult area is that there is no phone in the librarian's office. This means that all phone calls must take place in the public area, disturbing the public and depriving staff of needed privacy.

Behind the adult and young adult areas are the librarian's office, a work room, and stairs leading to the basement area where there are public restrooms, the boiler room, custodian's closet, a small storage area, staff room, and the Children's Library.

In the Children's Library, mobiles, posters, and an aquarium have been added to enhance the appearance. This area also suffers from overcrowding and maintenance problems. Designed to serve as a lecture hall, it is poorly heated in the winter and hot in the summer. Some of the windows appear permanently stuck, which causes considerable discomfort for popular children's programs in the summer. Carpeting in the Children's area would add to the attractiveness of the room and enhance story hours, where children have to sit on carpeting scraps. Recent weeding has helped the crowding of the books in the room, but there is the same evidence of overcrowding here as elsewhere: sagging shelves, confusing arrangements, books on tops of cases. There are some attractive signs made out of construction paper but in need of refreshing.

There is a work space problem at Dallin as at Main. The Librarian does have a separate, if tiny, office; this and the staff room serve as places for staff conferences. The work room area is crowded, lined with bookcases, a table in the center, a typewriter table, and chairs. It is difficult for more than one person to work in this area at a time. The Children's Librarian does not have a separate desk. The only place available for her to put her work is the bottom drawer of the children's pamphlet file and half of a shelf under the Circulation Desk. Since pages sit at the Circulation Desk, the Children's Librarian does much of her work at a table designated for public use.

The analysis of shelving space for the Dallin Branch revealed that the branch as a whole shelves about twice the number of volumes it should be shelving. The Adult area is shelving about one and a half the number it can hold; and the children's area is shelving almost three times its capacity.

While Dallin appears less crowded than the Main Library, its distance between tables and chairs is too low in both the adult and children's area, ranging from 24" to 32" in most areas. The tables near the adult reference section are particularly crowded, as are the reference shelves. Dallin, like the Junior Library, uses book trucks for shelving overflow in both the adult and children's areas.

Dallin has security and/or supervision problems due to the two levels, the staircase, the fire exit

near the public restroom, and the restrooms. Its restrooms are covered with graffiti and the site of teenage congregations unless very close supervision is maintained.

C. FOX LIBRARY

The Edith Fox Branch Library is the third library facility in Arlington located on the Town's "spine" -- Massachusetts Avenue. Its address is on Cleveland Street, but the property is actually on the corner of Massachusetts Avenue and Cleveland. It is located in the middle of the East Arlington shopping area and is intended to serve this part of Arlington.

1. External Factors

Although it has large letters on the Massachusetts Avenue side of the building identifying it, it is difficult for new users to spot as they drive down Massachusetts Avenue. Access is further complicated by the fact that Cleveland is one-way heading into Massachusetts Avenue, and the user must drive around a block to get there. There is no separate parking, but spaces generally can be found on Cleveland Street, unless there is a large group using the meeting room facilities.

The newest, most modern facility of the Arlington library system, the Fox Branch has an attractive modern appearance from the outside. Its windows allow some view of the pleasant area inside the building. Entrance to the building requires stepping up one step and going up the slanted entrance to the first set of doors. It is a barrier to the person confined to a wheel chair. The lack of a bicycle rack is a problem to the point that there is a sign on the door asking that no bicycles be brought inside. The bookdrop is somewhat hard to spot, though easily accessible. It has, unfortunately, been a sometimes target for vandalism.

2. Internal Factors

The foyer to the Fox Branch is probably confusing to the first-time user. There is a door to the right and glass doors to the front. It is not clear where the meeting room is located, and there

is no public service desk in sight. Once inside the second set of doors, the public desk is to the right and staffed at all times. The Fox Branch has a very pleasing appearance--bright with a feeling of space. The seating groupings of casual chairs truly invite the public to sit down and enjoy their library. The numerous small displays of books obviously appeal to the public, but sometimes create an appearance of clutter. While they may not appear so on first glance, Fox shelves are overcrowded also, with some resulting confusion in book arrangement.

The Children's area is bright and attractive but badly overcrowded, despite recent large-scale withdrawals. Signs have also been added recently. Here, too, book trucks, window sills, and tops of cases are used for shelving overflow books.

The basement area includes public restrooms, a staff room, the meeting room with its pullman kitchen, the boiler room, a storage room, and the custodians' closets and work area. The spacious corridor houses the circulating art collection for the system. The basement work area is presently being used for housing the processing center for the book collection for the elementary school libraries.

The analysis of shelving space for the Fox Branch revealed that the branch as a whole shelves one and three-fourths times its capacity, with the children's room significantly more crowded than the adult, shelving more than three times its capacity. It should be noted, however, that the Fox shelves are less overcrowded than either Dallin or the Main Library.

Fox alone in the system seems to enjoy adequate work area. The Branch Librarian has a separate office, desk, and phone; the children's librarian has an office, desk, and phone, and there is a separate work area for magazine processing and supplies and storage.

The configuration of the main floor makes supervision difficult by one adult staff member. Observation mirrors are needed to help with this problem. The Children's Room restrooms are no longer open because of the combined problems of supervising them for the children's security and

protecting them from vandalism. Fox handles the supervision of the basement restrooms by requiring children and teenagers, except those in dire need or accompanied by their parents, to return to their homes. This fact, combined with the tiling in the public restrooms, means that Fox has no graffiti on its walls. Fox also has a basement security problem with its back door.

d. Summary

The Robbins Library itself is a beautiful building, in need of some repair but architecturally outstanding. Unfortunately, it is also a fragmented facility with many rooms and too little shelving space. In an effort to create the greatest amount of usable space for book storage and public service, the Library has become a very difficult building in which to locate items and to staff effectively and efficiently.

There are some actions that may be taken to alleviate some of the problems (e.g. weeding obsolete and little used materials from the collection, interfiling special collections, better directional signs), but major renovation and construction would appear to be the only ultimate solutions to the major problem areas.

Present branch facilities appear to be adequate for some time to come.

F. Collections

The materials collection is at the heart of the Library's ability to meet the needs of its public. Arlington's library collection includes books, paperbacks, magazines, newspapers, pamphlets, microfilms, recordings, music scores, films--16 mm and 8 mm, and filmstrips. The backbone is the book collection. This area warrants close examination. As with personnel and finances, it is helpful to compare the collection with those of other libraries in the area. This comparison will use the same eighteen communities used earlier; the information comes from the report by the Massachusetts Bureau of Library Extension, Data for Massachusetts: Comparative Public Library Report, FY 1976.

Table 38, like that for personnel, begins with a ranking by population, showing again that Arlington is at the median. The next column shows total number of volumes, an approximate figure obtained by multiplying the volumes per capita times the population. Arlington ranks sixth in this factor, four above the median. The number of branches appears next to the total volume figure, since it was felt this factor certainly influences the collection size and might influence the rankings. Three communities with more branches than Arlington rank lower than Arlington and four with the same number of branches as Arlington rank below the Town in total number of volumes. The ranking in total number of volumes is difficult to evaluate alone, but takes on added significance as other comparative figures and the Library's history of collection maintenance are examined.

Arlington's materials expenditure per capita of \$1.70 puts it at the median. The Town is also at the median for volumes per capita with its 3.8 figure, but sixth or four above the median in absolute size of the collection. The per capita volume figure for Arlington is actually higher than that of 2.5 to 2.75 per capita recommended in the standard text on public library administration or the 2 volumes per capita recommended by ALA for small libraries.³² Using any of these "recommended" figures would give Arlington a recommended collection size ranging from 111,446 to 138,113. The circulation per capita figure recommended as a standard is 9 per capita. These figures continue

TABLE 38.

COLLECTIONS

COMMUNITY	1975 POPULATION	TOTAL VOLUMES	BRANCHES	MATS. EXP. PER. CAP.	VOLS. PER. CAP.	CIRC. PER CAP.	CIRC. PER VOLUME
1. ARLINGTON	50,223 (10)	191,852	2 (9)	1.70 (10)	3.82 (10)	6.64 (12)	1.74 (12)
2. Belmont	27,660 (15)	116,449	2 (9)	2.42 (4)	4.21 (7)	11.13 (5)	2.64 (4)
3. Brookline	53,150 (9)	322,621	3 (7)	3.28 (2)	6.07 (2)	10.46 (6)	1.72 (15)
4. Cambridge	102,095 (1)	357,333	6 (3)	1.61 (11)	3.5 (12)	4.41 (17)	1.26 (16)
5. Concord	17,270 (19)	178,572	1 (14)	3.70 (1)	10.34 (1)	15.62 (1)	1.51 (15)
6. Framingham	65,564 (4)	173,089	5 (5)	1.76 (9)	2.64 (17)	8.92 (8)	3.38 (1)
7. Malden	55,814 (8)	189,768	4 (6)	1.28 (15)	3.4 (15)	4.23 (18)	1.24 (17)
8. Medford	60,702 (5)	225,811	6 (3)	1.28 (15)	3.72 (11)	4.54 (16)	1.22 (18)
9. Melrose	32,213 (12)	111,457	1 (14)	1.39 (13)	3.46 (14)	7.64 (10)	2.21 (9)
10. Milton	27,214 (16)	129,811	2 (9)	1.77 (8)	4.77 (4)	9.37 (7)	1.96 (11)
11. Natick	31,102 (13)	122,231		1.46 (12)	3.93 (8)	8.74 (9)	2.22 (8)
12. Needham	29,936 (14)	126,629	1 (14)	2.10 (6)	4.23 (6)	12.91 (3)	3.05 (2)
13. Newton	89,183 (3)	312,141	11 (1)	1.30 (14)	3.5 (12)	7.25 (11)	2.07 (10)
14. Quincy	91,487 (2)	227,803	7 (2)	1.10 (17)	2.49 (18)	6.57 (13)	2.64 (4)
15. Waltham	56,757 (7)	150,974	2 (9)	.97 (19)	2.66 (16)	3.17 (19)	1.19 (19)
16. Watertown	36,075 (11)	138,528	3 (7)	2.04 (7)	3.84 (9)	6.21 (15)	1.62 (14)
17. Wellesley	26,593 (17)	141,741	2 (9)	3.08 (3)	5.33 (3)	13.93 (2)	2.61 (6)
18. Weymouth	56,854 (6)	141,566		1.09 (18)	2.49 (18)	6.24 (14)	2.51 (7)
19. Winchester	22,672 (18)	102,251		2.33 (5)	4.51 (5)	11.95 (4)	2.65 (3)

to point to a relatively large collection which generates a relatively low circulation in the Town.

The materials expenditure per capita is a genuine indicator of the support the Town is giving the collection; the absolute size and volumes per capita are indicators of the quantity in the collection. A more valid indicator of the degree to which the collection is satisfying the needs of Arlington residents is the circulation per capita. Here, Arlington drops to 12th place, two below the median, with some of the communities with relatively smaller collections ranking above. Two seemingly contradictory cautions are in order here: (1) Circulation is not the only indicator of service; however, (2) any general trends in library use affecting Arlington should also be affecting the communities with which the Town compares itself.

Another indicator which relates the size of the collection to the circulation is the average circulation per volume.* Arlington's figure is 1.74 which ranks 12th, at the same place as the circulation per capita. This means that, on the average, each book in the collection went out 1.74 times in FY 76. In view of the high circulation of popular books like bestsellers, this figure probably means that a significant portion of the collection did not circulate at all. While reference books have been included in the total volume figure, they are in the figures for the other libraries also.

The figures begin to point to Arlington's having a relatively large collection which does not generate the circulation one might expect, based on comparisons with other libraries. To understand this phenomenon better, it is helpful to look more closely at Arlington's collection. The table below presents circulation and volume count figures for calendar year 1976. These figures are from internal records.

* The "circulation per volume" figures were derived by, first, multiplying the circulation per capita figure times the population figure and, second, dividing the resulting figure by the previously obtained figure for absolute size of the collection.

TABLE 39 .
VOLUMES AND CIRCULATION

	<u>Volumes</u>	<u>Circulation</u>	<u>Circ./Volume</u>
<u>MAIN LIBRARY</u>			
Adult & Young Adult	117,802	147,554	1.25
Junior	30,570	53,681	1.76
Total	148,372	201,235	1.35
<u>DALLIN BRANCH</u>			
Adult	9,207		
Juvenile	10,702		
Total	19,909	47,588	2.39
<u>FOX BRANCH</u>			
Adult	14,354		
Juvenile	11,156		
Total	25,510	74,151	2.9
TOTAL SYSTEM	193,791	322,974	1.7
TOTAL SYSTEM PER CAP.	3.86	6.48	

The circulation per volume for the system as a whole is 1.7. Breaking this down by the Branches and the Main Library, one sees that the branch figures are significantly higher than the main figures. In the comparison of other libraries, the median figure for circulation per volume was 2.07. Both Dallin and Fox are above this figure, and Fox would rank third if it were treated as a separate library. Looking at main library figures, the Junior Library circulation per volume is higher than the adult, although still relatively low.

Partial explanation for these figures is that the Main Library has the bulk of the system's reference collection and also performs the function of preserving for the system less frequently used but essential titles. However, the difference in the figures and Arlington's position with respect to other libraries requires that this area be examined further.

a. Departmental Book Expenditures

It is interesting to look at book expenditures by library departments as shown below:

TABLE 40 .

BOOK EXPENDITURES, BY DEPARTMENT 1969 vs. FY 76.

<u>Area</u>	<u>1969</u> <u>Expend.</u>	<u>Per Cent of Total</u>	<u>FY1976</u> <u>Expend.</u>	<u>Per Cent</u>
Main Adult Circ.	\$19,775.49	42.9%	\$24,264.49	32.8%
Music & Art	INCLUDED IN ABOVE		3,007.93	4.1
Main Reference	\$10,066.19	21.8	19,854.10	26.9
Young Adult	1,318.82	2.9	2,849.97	3.9
Junior Library	6,881.41	14.9	7,342.73	9.9
Dallin	3,765.26	8.2	7,147.62	9.7
Fox	4,292.30	9.3	9,450.36	12.8
TOTAL	\$46,099.47		\$73,917.20	

What is reflected here is a trend, not necessarily a conscious decision to increase branch and reference proportions at the expense of children's and circulating adult materials.

b. Collection Maintenance

Collection maintenance, that is, the number of new volumes added to the collection and the number of older volumes removed on a regular basis, as well as the appropriateness of selections made in each area is a basic determinant of the appeal and, thus, the circulation of the collection. This section deals only with the quantities of volumes added and withdrawn.

The following table presents figures for the year 1960, 1970, and 1975. These years were chosen after an analysis of figures for each year from 1960 to 1976, since they seem to be indicative of the discerned trend.

TABLE 41.
COLLECTION MAINTENANCE FIGURES, 1960-1975

<u>Year</u>	<u>Total Volumes</u>	<u>Net Increase Over Prev. Yr.</u>	<u>Volumes Added</u>	<u>Volumes Withdrawn</u>	<u>Vol.s Withdrawn As Percent</u>
1975	191,781	2,711	7,429	4,718	2.95%
1970	174,265	2,771	8,739	5,968	3.5 %
1960	130,849	3,554	8,537	4,983	3.9 %

The figures from 1960 to 1975 represent a 13.0% decrease in new volumes added but a 46.6% increase in the total size of the collection. These figures become more comprehensible when one realizes that the number of volumes withdrawn from the collection decreased by 5.3%, going from 3.9% of the total collection to 2.75% of a larger total collection. The figures take on more significance when one knows some of the recommended figures for additions and withdrawals. Wheeler recommends that one-fifth volume per capita be added annually to the collection.³³ In Arlington's case, this would have meant ten to eleven thousand volumes per year since 1960. Only two years, 1966 and 1968, did the Library surpass 11,000 volumes.

The ALA Minimum Standards recommend that 5% of the total collection be withdrawn each year.³⁴ In the sixteen years examined, the highest rate of withdrawal for a given year was 4.46% in 1967. Two other years were about 4%, and most others were between 2.5% and 3.5%.

Simplistically speaking, the withdrawal and volumes added figures for Robbins Library indicate that money has not gone far enough to add the number of new volumes needed and staff time has not gone far enough to withdraw to the extent desired. The result is an aging, underutilized book collection.

c. Collection Samples

A random sample of the shelflist of the holdings of the Main Library was taken to provide information about the general characteristics of the book collection. It further reenforced the above findings.

An important element in evaluating book collection is the age of titles involved. The table below shows the distribution of the shelflist sample by imprint date:

TABLE 42.
SAMPLE BY IMPRINT DATE

<u>Year</u>	<u>Number</u>	<u>% of Total</u>
1976-77	11	3.0%
1971-75	52	14.0%
1966-70	58	15.6%
1961-65	63	16.9%
1956-60	49	13.2%
1951-55	44	11.8%
1946-50	26	7.0%
--1945	68	18.3%
N = 371		100.0

The most striking trends in these figures are low percentages of relatively new books and the high percentages of older materials. Only 32.6% of the sample were newer than 12 years old while 37.1% were at least 22 years old. A similar study of the Beverly (Massachusetts) Public Library collections showed 48.8% of its sample less than ten years old and 25.2% more than twenty.³⁵ By way of further comparison, a survey of the Leominster (Massachusetts) Public Library's shelflist revealed 63% less than ten years old and only 16% over twenty years old.³⁶ (Note: these two communities were used for comparison only because they are the only other Massachusetts municipalities to have conducted similar research). The conclusion is that the print holdings of the Robbins Library are relatively old. Combined with a stable book budget that generates fewer acquisitions each year because of the ravages of inflation, this collection will continue its aging process that carries with it decreasing value to the community.

Additional information can be derived from checking the status of the sample to get trends on how much of the collection is in use at one time and how much is missing.

TABLE 43 .

STATUS OF BOOK COLLECTION

	<u>Reference & Historical</u>	<u>Adult</u>	<u>Juvenile</u>	<u>Total</u>	<u>% of Total</u>
On Shelf	14 (93.3%)	211 (77.0%)	70 (85.4%)	295	79.5%
In Circulation	0 (0%)	21 (7.7%)	6 (7.3%)	27	7.3%
Missing	1 (6.7%)	42 (15.3%)	6 (7.3%)	49	13.2%
	15 (100%)	274 (100%)	82 (100%)	371	100.0%

Two points are illustrated by these statistics. First, a very small portion (7.3%) of the collection is in circulation at any given time (this figure compares unfavorably with Leominster's 25.3% or Beverly's 13.3%). This points to the fact that collection tends to be underutilized (probably, at least partly because of its relative age seen above).

Two, the high percentage (13.2%) of items "missing" could stem from a variety (and possibly a combination) of factors. These include the need for a full scale inventory, possibly inconsistencies in the catalog mechanics, and the possible need for a security control system to decrease book thefts.

Further examination of the sample by the "year last circulated" of those items that do circulate reinforces the underuse of the collection as shown below:

TABLE 44. TOTAL SHEFLIST SAMPLE BY
YEAR LAST CIRCULATED

<u>Year</u>	<u>Fiction</u>	<u>Percentage</u>	<u>Non- Fiction</u>	<u>Percentage</u>	<u>Total</u>	<u>Percentage</u>
1977	35	38.9%	67	31.2%	102	33.4%
1976	23	25.6%	33	15.3%	56	18.4%
1975	7	7.8%	35	16.3%	42	13.8%
1974	7	7.8%	20	9.3%	27	8.9%
1973	3	3.3%	12	5.6%	15	4.9%
1972	3	3.3%	6	2.8%	9	2.9%
1971	3	3.3%	6	2.8%	9	2.9%
1970	1	1.1%	5	2.3%	6	2.0%
1969	1	1.1%	3	1.4%	4	1.3%
1968	2	2.2%	3	1.4%	5	1.6%
1967, earlier or never	5	5.6%	25	11.6%	30	9.9%
Total	90	100.0%	215	100.0%	N=305	100.0%

The most startling trend shown above is the relative infrequency with which the items in the sample had circulated. 25.5% of the total had not circulated since 1973, and almost half (48.2%) had not been charged out within the last two years. When combined with the age profile seen earlier, this information reflects a large, underutilized collection that is in need of substantial weeding and a significant increase in annual acquisitions.

When the sample is divided into its adult and juvenile components, these general trends continue. Below can be seen the adult section:

TABLE 45 .

ADULT SHEFLIST SAMPLE BY YEAR LAST CIRCULATED

<u>Year</u>	<u>Fiction</u>	<u>Percentage</u>	<u>Non-Fiction</u>	<u>Percentage</u>	<u>Total</u>	<u>Percentage</u>
1977	18	32.1%	54	30.5%	72	30.9%
1976	16	28.6%	28	15.8%	44	18.9%
1975	5	8.9%	30	16.9%	35	15.0%
1974	6	10.7%	16	9.0%	22	9.5%
1973	2	3.6%	10	5.7%	12	5.2%
1972	1	1.8%	6	3.4%	7	3.0%
1971	1	1.8%	2	1.1%	3	1.3%
1970	1	1.8%	4	2.3%	5	2.1%
1969	1	1.8%	3	1.7%	4	1.7%
1968	1	1.8%	3	1.7%	4	1.7%
1967, earlier, or never	4	7.1%	21	11.9%	25	10.7%
Total	56	100.0%	177	100.0%	N=233	100.0%

The percentages are very similar to these for the overall sample. The juvenile portion shown below reflects a situation that appears slightly better at first glance.

TABLE 46 .

JUVENILE SHEFLIST SAMPLE BY YEAR LAST CIRCULATED

Year	Non-		Non-		Total	
	Fiction	Percentage	Fiction	Percentage	Total	Percentage
1977	17	50.0%	13	34.2%	30	41.7%
1976	7	20.7%	5	13.2%	12	16.7%
1975	2	5.9%	5	13.2%	7	9.7%
1974	1	2.9%	4	10.5%	5	6.9%
1973	1	2.9%	2	5.3%	3	4.2%
1972	2	5.9%	0	0.0%	2	2.8%
1971	2	5.9%	4	10.5%	6	8.3%
1970	0	0.0%	1	2.6%	1	1.4%
1969	0	0.0%	0	0.0%	0	0.0%
1968	1	2.9%	0	0.0%	1	1.4%
1967, earlier, or never	1	2.9%	4	10.5%	5	6.9%
Total	34	100.0%	38	100.0%	N=72	100.0%

However, despite the slightly stronger showing for juvenile books in this sample, they should have substantially higher numbers because of the nature of children's books and children's services which carry with them less of a need for older, research materials. The relatively low circulation per volume (surprisingly, the same as the figure for the entire system (1.7) , the overcrowding of the shelves, the poor overall appearance of book shelves, and a relatively low total circulation are all indicators of the need for thorough weeding, perhaps an even greater ratio than the adult collection.

It has been shown that a thorough and systematic withdrawal of obsolete and/or little-used materials will enhance the appearance, value, and use of a book collection.³⁷ The Robbins Library is in need of substantial weeding and increased acquisitions to breathe more life into a book collection whose value to the public is steadily diminishing as reflected by recent downward circulation trends.

d. Print Materials Other Than Books

The Library also collects in each location, paperbacks, pamphlets, newspapers, college catalogs, and periodicals. Phone books are at the Main Library. Of these areas, the two strongest are periodicals

and newspapers. The Main Library receives 360 periodical titles; Dallin, 53; and Fox, 67. The Main Library receives 22 titles in newspaper format; Dallin, 4; and Fox, 7. They all get the Boston Globe, Boston Herald-Tribune, Arlington Advocate, and Real Paper. In addition, the Main Library gets the Bay State Banner, The Christian Science Monitor, and The New York Times. The Globe and Herald are kept for six months and The New York Times and Advocate are kept at the Main Library until microfilm is received.

Each service area of the Library has pamphlet collections. Most areas of the Library have some paperbacks. They have grown by gift and occasional bulk purchase. The appearance of the paperbacks attests to their circulation and the fact that they continue to circulate even when dogeared attests further to their popularity. This is definitely an area that should be explored further.

e. Non-Print Materials

In 1951, the record collection was begun and had grown to 8808 items at the Main Library by the end of 1976. In addition to the children's records in the Art & Music Collection, each of the Children's areas also has small record collections: 221 in the Main Junior Library, 55 at Dallin, and 66 at Fox. Since generally accepted standards recommend one disc or tape for each 50 in the population--a 5,000 minimum for Arlington--Arlington appears to have an adequate number of records.³⁸

From 1960 to 1975, the annual figure for records added increased by 15.5%--in contrast to decreases in book volume additions. It is difficult to evaluate these increases since they may be due to an improved ability to process the records faster with the transfer of a 15-hour cataloguer to the Art & Music Department staff in recent years. When this person started, there was a backlog of at least 2165 records; that backlog has been reduced by 88.7% to 244. This person has also kept up with current purchases and put in considerable time in public service functions in the Library.

During the course of this study, the Art & Music Department worked on a major withdrawal program for the entire collection and had withdrawn

684 records by late Summer. The need for this major program was dictated by the erratic nature of withdrawals over the years.

Arlington began film service relatively early in 1954 through participation in the Massachusetts Film Coop. At least from 1969 on, film has been budgeted as a separate item -- \$400 in 1969 and \$1,000 from Fiscal Year 1975 through Fiscal Year 1978. Out of this figure come filmstrips, 8 mm film, and 16 mm film. Present collections of these media include the following numbers:

filmstrips	172 (119 sound)
8 mm film	143
16 mm film	51 (18 on loan from Canadian Tourist; 9 gifts of <u>Encyclopedia Britannica</u> film)

Filmstrips, at present, deal with children's topics, and are used primarily for children's programming. They do not circulate. Children's librarians have expressed the feeling that these materials should be circulated and that the strips with sound are far more popular than the others.

The eight mm films are very popular and relatively inexpensive. This collection should be maintained on a regular basis.

Sixteen mm films, while popular, are extremely expensive. Those purchased by the Library have been primarily children's films. The popularity of film service has led those librarians directly involved with it to want to expand the collection. The great expense involved combined with the risk of lending to individuals should cause the Library to look very carefully before expanding its collection.

The Library has a limited collection of microfilm and one microfiche set dealing with history. There are 663 microfilm reels, including 318 New York Times and 76 Arlington Advocate. The Library should look closely at the question of microfilm. Careful selection should be made based on the need to retain certain periodical titles and the space consumed by the individual titles. While young people are fascinated by this medium, adults still seem to be reluctant users.

In order to use these audio-visual materials, appropriate hardware must be available. At present, the Library owns the following items:

- 2 16mm projectors
- 1 portable movie screen and 1 permanent screen at each branch
- 3 cassette players
- 4 phonograph record players
- 1 micro-reader
- 1 micro-printer
- 2 microfiche readers
- 3 filmstrip projectors

The Library should review its needs in this area also.

G. Branch and System Comparisons

During this study, examination of library resources and services continually raised the question of how the two full service branches impacted on system costs and services. Therefore, a comparison of branch and system costs and services has been done for FY 76. The following table presents the basic figures for this comparison of branch and system actual expenditures.

TABLE 47 .

BRANCH AND SYSTEM EXPENDITURES, FY 76

<u>Item</u>	<u>Dallin</u>	<u>Fox</u>	<u>Branch Total</u>	<u>System Total</u>
Materials/Supplies Exp.	8,626.73	11,618.97	20,245.70	98,885.03
Building/Maintenance Exp.	<u>3,489.00</u>	<u>9,828.89</u>	<u>13,317.89</u>	<u>36,563.36</u>
Sub-Total	12,115.73	21,447.86	33,563.59	135,448.39
Personnel, Non. Custodial	35,221.00	33,323.46	68,544.00	
Personnel, Custodial	<u>5,837.00</u>	<u>9,903.00</u>	<u>15,740.00</u>	
Personnel, Sub-Total	41,058.00	43,226.46	84,284.00	465,125.00
TOTAL	53,173.73	64,674.32	117,847.59	600,573.39

A quick look at the figures shows that branch expenditures accounted for about one-sixth of total system expenditures and Fox Branch is about one-fifth more expensive than Dallin Branch. The difference between the two is largely accounted for by the difference in building maintenance and custodial costs. The remaining \$3,000 difference in materials and supplies expenditures is almost entirely due to differences in expenditures for collection maintenance. Fox spent about \$2,600 more than Dallin on books in FY 76, about \$160 more on periodicals, and a little over \$300 more on bindery. The cost figures take on more meaning when they are reduced to percentages of the total budget and compared to service indicators. The following tables present these figures:

TABLE 48 .

BRANCH COSTS AS PERCENT OF SYSTEM COSTS, FY 76

<u>Item</u>	<u>Dallin</u>	<u>Fox</u>	<u>Branch Total</u>
Matls/Supplies	8.7%	11.7%	20.4%
Books (also in matls.)	9.6%	13.5%	23.1%
Bldg./Maint. Exp.	9.5%	26.9%	36.4%
Personnel (ind. cost)	8.8%	9.3%	18.1%
TOTAL	8.9%	10.8%	19.7%
Part-Time & Full-time staff (excl. cust., pages, coll. staff students	7.5%	7.5%	15.0%

TABLE 49 .

BRANCH SERVICE INDICATORS, 1976

<u>Item</u>	<u>Dallin</u>	<u>Fox</u>	<u>Branch Total</u>	<u>Main</u>
Per Cent of Vols. in Total Collection	10.3%	13.2%	23.5%	76.6%
Per Cent of Total Collection	14.6%	22.8%	37.4%	62.6%
Circulation per Volume	2.4	2.9	2.7	1.35

To summarize, with almost 20% of total expenditures, 18% of personnel expenditures, and 23% of total book budget expenditures, the branches have 23.5% of the total book collection and produce 37.4% of the total system circulation.

This, unfortunately, does not answer all the questions concerned with a branch library system serving only 5.2 square miles. While there are some indicators to show a certain level of effectiveness in the branches,

that effectiveness tends to be relative to the Main Library which carries the burden of indirect branch costs (e.g. added cost in Technical Services) and collections that must meet the research needs rather than those designed primarily to meet popular circulating functions. This comparison is complicated even further by two factors: one, the branch book collections are smaller versions of the Main Library's in that all titles purchased must also have been added to the Main Library first, thus inhibiting the development of collections to meet the specific and sometimes differing needs of their constituencies; and two, many of the factors used for the comparisons are not what they should be in terms of effectiveness at the Main Library, casting some doubt on the "relative" high marks for the branches.

Before the question of maintaining a branch system in Arlington may be answered, the branches should be allowed more of an opportunity to develop greater responsiveness to the needs of the people they serve, and much more information regarding direct and indirect costs should be obtained and studied. The question of whether a branch system should continue, however, should be addressed in the not too distant future.

H. Relations with other Libraries

The Robbins Library, as a member of the Eastern Region Library System has a formal, direct relationship with the Boston Public Library and with 210 other libraries in this area. The Library receives daily delivery service from the Boston Public Library which acts as a central distribution center for libraries in the Boston area. Films, books, interlibrary reciprocal borrowing privileges for non-residents and telephone reference service are among the benefits of membership. Arlington also gains from the Boston Public Library's membership in the Boston Library Consortium, a cooperative alliance including Boston College, Boston University, Brandeis, MIT, Northeastern, Tufts University, University of Massachusetts and the State Library.

The Symmes Hospital Library collection consists of 150 volumes and 40 journal titles and is staffed by one professional librarian. Its main

clientele is the hospital staff but it is willing to share its resources with the Robbins Library when contacted. In an effort to make health information resources more readily available to the consumer and health practitioners, Arlington has joined the newly formed Community Health Information Network which is composed of the Mt. Auburn Hospital Health Sciences Library in Cambridge, and the public libraries of Belmont, Cambridge, Lexington, Somerville, and Watertown.

The public school library system in Arlington is well developed. Each of the 11 elementary schools has a library, the two junior high schools a combined library-media center, and the high school three separate library facilities (the freshman library, a media center, and a facility in the main building). Professional librarians with graduate degrees staff the libraries. The majority of the elementary schools have one full time librarian, although a few schools are staffed on a part-time basis. Each of the junior high school media centers has two librarians while the high school has four. The substantial collections of the school libraries appear adequate to meet the needs of the curriculum and financial support appears strong. The audio-visual holdings, both hardware and software are extensive. Library facilities are available to students while the school buildings are regularly open.

Communication and cooperation between the school libraries and the Robbins Library have been strong over the years. Prior to 1977 supervision of the elementary school libraries was the mutual responsibility of the school department and the Robbins Library; since that time total responsibility has rested with the school department. The school department currently uses a workroom at the Fox Library for book processing.

The existence of well developed school library facilities has definite implications for the public library. While the Robbins Library should take into account the needs of the town's students in collection building, the necessity of providing curriculum supportive materials is lessened and frees the library to provide additional non-curriculum related materials

for young people. Since the school librarians instruct children in the use of libraries and in research techniques, the Robbins Library is freer to spend more time on programming for children and young adults. Historically, this "school" function has been a major force in the focus of public library services. Since this need has diminished significantly in recent years, the public library should be re-focusing the major part of its attention to other aspects of service to these age groups.

CHAPTER III FOOTNOTES

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CHAPTER IV. LIBRARY SERVICES

It is the carefully planned range of services that transforms a library from a "bookbarn" (a mere warehouse for storing books) into a vital agency meeting a variety of community needs. Therefore, to understand the current status of the library in attempting to meet these needs, it is necessary to identify, describe, and analyze the various services it provides.

The services discussed in this chapter include:

- A. Hours of Service
- B. Registration
- C. Circulation
- D. Information Services
- E. Services to Groups
- F. Technical Services
- G. Miscellaneous Services

A. Hours of Service

During the fall, winter, and spring months the main library is open 69 hours per week and during the summer months, 60 hours. During the spring of 1976 the library, on an experimental basis, opened on Sunday afternoons for the first time. Sundays proved so popular that the library is now open 2-5 p.m. on Sundays, November through April. During the winter the library's weekly hours are 9-9 Monday - Thursday, 9-6 Friday and Saturday, and 2-5 on Sunday. During the summer the library is closed on Saturdays.

The hours of service at the Main Library are reflected in the following figure:

FIGURE 7.

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MAIN LIBRARY HOURS

	9	A.M. 10	11	12	1	2	3	P.M. 4	5	6	7	8	9	TOTAL HOURS
Monday														12
Tuesday														12
Wednesday														12
Thursday														12
Friday														9*
Saturday														9**
Sunday														3***

* 9A.M. - 9 P.M. during summer.

** Closed during summer.

***Twenty Sundays only in winter.

Junior Library hours are 9-6 Monday - Saturday totaling 54 hours and when the library is open Sundays, 57 hours. It is also closed on Saturdays during the summer. The Junior Library is not open any nights. However, there are strong indications it would be utilized on evenings by parents and children.

The Fox Branch is open 9-9 Monday, Wednesday, and Friday, and 9-6 Tuesday, Thursday and Saturday during the fall, winter and spring months for a total of 63 hours. During the summer its 51 service hours are 9-9 Monday and Friday, and 9-6 Tuesday, Wednesday and Thursday. The children's room is open 54 hours a week during fall, spring and winter months (906) and 45 hours during the summer.

The Dallin Branch's fall, winter and spring schedule is as follows: 1-9 on Monday and Friday, 1-6 on Tuesday and Thursday and 9-6 on Wednesday and Saturday for a total of 44 hours. The children's room is open 34 hours a week, 1-6 Monday - Friday and 9-6 on Saturday. The summer schedule for the adult section is the same with the exception of being closed on Saturday. The children's room is open 1-6 on Monday and Friday and 10-12 and 1-6 on Tuesday, Wednesday, and Thursday for a total of 31 hours.

Several changes in the library system's hours should be considered: opening the Junior Library at Main one or two nights per week, especially during the non-summer months; closing Friday nights during the summer; opening Saturdays during the summer from 9 a.m. to 1 p.m.; and having the branches open another night instead of Fridays when it is not as busy as it might be other nights.

Beyond these alterations, the library system's hours seem substantial and geared to meet public needs.

B. Registration

In order to identify some characteristics of the library's borrowers, studies were made of its registration files. Before discussing that information, however, it would be useful to look at some general characteristics of the library registration. Anyone living in, working in, or holding a valid library card from a Massachusetts community is eligible for a Robbins Library card. Juveniles up through the eighth grade register in the Junior Library while ninth graders and up are handled by the Main Adult Circulation Desk. The Fox and Dallin Branches have similar systems and maintain their own registration files, issuing their own numbers.

A random sample of 337 persons was taken from the main adult registration file. Many of the ages were not available, but the overall distribution by age, sex, and non-residency, is shown below:

TABLE 50.

MAIN ADULT REGISTRATION BY AGE, SEX, AND NON-RESIDENCY

	<u>Female</u>	<u>Male</u>	<u>Total</u>
0-11 years	0	0	0
12-20	59 (59.0%)	41 (41.0%)	100 (100.0%)
21-64	61 (54.5%)	51 (45.5%)	112 (100.0%)
65 & over	2 (40.0%)	3 (60.0%)	5 (100.0%)
Non-resident	5 (29.4%)	12 (70.6%)	17 (100.0%)
No age avail.	66 (64.1%)	37 (35.9%)	103 (100.0%)
	<u>193 (57.3%)</u>	<u>144 (42.7%)</u>	<u>337 (100.0%)</u>

That information can be further refined into age distribution of those from Arlington having their ages available:

TABLE 51.

MAIN ADULT REGISTRATION BY AGE

<u>Age Group</u>	<u>Number</u>	<u>% of Total</u>
0-11 years	0	
12 - 20	100	46.1
21 - 64	112	51.6
65 & over	<u>5</u>	<u>2.3</u>
Total	217	100.0%

Several factors are found in the information from these tables. First, is the overall dominance of females (57.3%). Second, despite a significant elderly population, they represent only 2.3% of the sample. Third, the 12-20 years group is strong (46.1%). Fourth, non-resident registrants are only 5.0% of the total, probably due to statewide free reciprocal borrowing being instituted only one and one-half years ago.

TABLE 52 .

POPULATION VS. MAIN ADULT REGISTRANT DISTRIBUTION BY CENSUS TRACT

<u>Tract #</u>	<u>No. of Town Registrants</u>	<u>%</u>	<u>% of 1970 Town Pop.</u>
3561	5	1.6	7.7
3562	25	7.8	11.8
3563	31	9.7	12.8
3564	63	19.7	16.2
3565	45	14.1	15.4
3566	68	21.0	19.9
3567	<u>83</u>	<u>25.9</u>	<u>16.2</u>
	N = <u>320</u>	<u>100.0</u>	<u>100.0</u>

One would expect, because of branch locations and their own registration systems, that the areas served by them would reflect lower main adult registration figures. This is the case for the Fox Branch (tracts 3561, 3562, and 3563) but much less so for the Dallin Branch (tracts 3565 and 3566).

The main juvenile registration sample is seen below:

TABLE 53 .

MAIN JUVENILE REGISTRATION BY SEX WITHIN AGE GROUPS

<u>Age Group</u>	<u>Female</u>	<u>Male</u>	<u>Total</u>	<u>% of Total</u>
0-11 years	25 (53.2%)	22 (46.8%)	47	48.5%
12 - 20	32 (64.0%)	28 (36.0%)	60	51.5%
21 - 64	-	-	-	-
65 & over	-	-	-	-
	<u>57 (58.8%)</u>	<u>50 (41.2%)</u>	<u>107</u>	<u>100.0%</u>

These figures further reinforce the pattern seen earlier of stronger female registration, especially in the 12-20 years category.

When plotted on maps the geographic distribution of this sample is as follows:

TABLE 54 .

DISTRIBUTION OF JUVENILE REGISTRATION BY TRACT

<u>Tract #</u>	<u>Number</u>	<u>% of Total</u>
3561	1	1.0
3562	5	5.2
3563	4	4.1
3564	39	40.2
3565	4	4.1
3566	14	14.5
3567	<u>30</u>	<u>30.9</u>
	N = 97	100.0%

The main trend in this table is that tracts 3564 and 3567 have by far the highest percentages. This follows since they benefit from proximity to the library and also have strong children's populations as seen earlier in the census tract profiles.

The registration samples for the two branches show trends consistent with their geographic locations. An examination of the Fox Branch statistics is shown below:

TABLE 55 .

FOX BRANCH ADULT REGISTRATION BY AGE,
SEX, AND NON-RESIDENCY

<u>Group</u>	<u>Female</u>	<u>Male</u>	<u>Total</u>
0-11 years	-	-	-
12 - 20	13 (65.0%)	7 (35.0%)	20 (100.0%)
21 - 64	30 (71.4%)	12 (28.6%)	42 (100.0%)
65 & over	6 (60.0%)	4 (40.0%)	10 (100.0%)
Non-resident	4 (100.0%)	-	4 (100.0%)
No age avail.	20 (71.4%)	8 (28.6%)	28 (100.0%)
Total	73 (70.2%)	31 (29.8%)	N = 104 (100.0%)

TABLE 56 .

FOX BRANCH ADULT REGISTRATION BY AGE GROUP FOR TOWN

<u>Age Group</u>	<u>Number</u>	<u>% of Total</u>
0-11 years	-	-
12 - 20	20	27.8
21 - 64	42	58.3
65 & over	10	13.9
TOTAL	N = 72	100.0%

The highlights of the tables above include a further reiteration of the female dominance and a stronger percentage (13.9%) of elderly registration in an area which has the highest portion of elderly population. Female dominance continues in the age group dissection of the juvenile registration.

TABLE 57 .

FOX JUVENILE REGISTRATION BY SEX WITHIN AGE GROUPS

<u>Age Group</u>	<u>Female</u>	<u>Male</u>	<u>Total</u>	<u>% of Total</u>
0-11 years	34 (57.6%)	25 (42.4%)	59	57.3%
12 - 20	24 (54.5%)	20 (45.5%)	44	42.7%
21 - 64	-	-	-	-
65 & over	-	-	-	-
TOTAL	58 (56.3%)	45 (43.7%)	103	100.0

TABLE 58 .

DISTRIBUTION OF FOX BRANCH REGISTRATION OF ADULTS
AND JUVENILES BY CENSUS TRACTS

<u>Tract #</u>	<u>Adults</u>	<u>% of Adults</u>	<u>Juveniles</u>	<u>% of Juveniles</u>	<u>% of Town Population</u>
3561	24	24.0%	35	34.0%	7.7%
3562	42	42.0	34	33.0	11.8
3563	13	13.0	28	27.2	12.8
3564	3	3.0	1	1.0	16.2
3565	1	1.0	-	-	15.4
3566	2	2.0	1	1.0	19.9
3567	15	15.0	4	3.8	16.2
Total N= 100	100.0		N= 103	100.0	100.0

This table, again, reinforces the "neighborhood" concept of the Fox Branch serving its areas of tracts 3561, 3562, and 3563.

The trends found in the Fox registration also are reflected in those for the Dallin Branch as shown in the following tables.

TABLE 59 .

DALLIN BRANCH ADULT REGISTRATION BY AGE, SEX, AND
NON-RESIDENCY

<u>Group</u>	<u>Female</u>	<u>Male</u>	<u>Total</u>
0 - 11 years	-	-	-
12 - 20	10 (47.6%)	11 (52.4%)	21 (100.0%)
21 - 64	17 (68.0%)	8 (32.0%)	25 (100.0%)
65 & over	2 (50.0%)	2 (50.0%)	4 (100.0%)
Non-resident	-	-	-
No age avail.	17 (73.9%)	6 (26.1%)	23 (100.0%)
Total	46 (63.0%)	27 (37.0%)	N=73 (100%)

TABLE 60 .

DALLIN BRANCH ADULT REGISTRATION BY AGE GROUP FOR TOWN

<u>Age Group</u>	<u>Number</u>	<u>% of Total</u>
0 - 11 years	-	0.0%
12 - 20	21	42.0%
21 - 64	25	50.0%
65 & over	4	8.0%
Total	N = 50	100.0

TABLE 61 .

DISTRIBUTION OF DALLIN BRANCH REGISTRATION OF ADULTS
AND JUVENILE BY CENSUS TRACT

Tract #	Adults	% of Adults	Juveniles	% of Juveniles	% of Town Population
3561	1	1.4%	-	0.0%	7.7%
3562	1	1.4	-	0.0	11.8
3563	-	0.0	-	0.0	12.8
3564	2	2.7	9	9.0	16.2
3565	39	53.4	45	45.0	15.4
3566	28	38.4	43	43.0	19.9
3567	22	2.7	3	3.0	16.2
Total	N=93	100.0	N=100	100.0	100.0

In summary, one finds from the registration samples certain trends: strength in registration appears to have some geographic influence and that, the elderly do not appear to be registered in numbers corresponding to their overall population strength.

C. Circulation

The circulation system used by the Robbins Library system is the Gaylord non-computerized machine. Charge-out desks can be found in the Junior Library, Art and Music, and at the adult circulation desks in the Main Library, as well as in the juvenile and adult areas of both branches. Loan periods are for seven, fourteen, or twenty-eight days (depending on type of material and its "newness"), and the due dates are changed daily.

The recent circulation history of the Robbins Library is not a particularly bright one. Despite the fact that many libraries have seen significant increases in the past several years due to the stimulus of a poor economy, Robbins' circulation has decreased steadily to a point where its circulation per capita

is now below that of averages for the state as a whole. This has occurred despite the relatively high funding level the library enjoys and despite the fact that Arlington's population has many of the characteristics that tend to generate strong library use.

This decline is illustrated by comparing book circulation over the last five years as shown by Figure 8 on the following page.

With the exception of Dallin adult circulation, decreases can be found in every category and within every facet of the system.

Before discussing the random sampling of library use, it should be emphasized that this was done for a limited period and while much of the general information is valid for trends, it is in no way meant to be totally definitive for the system on a year-round basis.

Random samples of the various circulation system were taken for the month of June. The table below reflects the overall geographic distribution of the samples by census tract:

TABLE 62 .

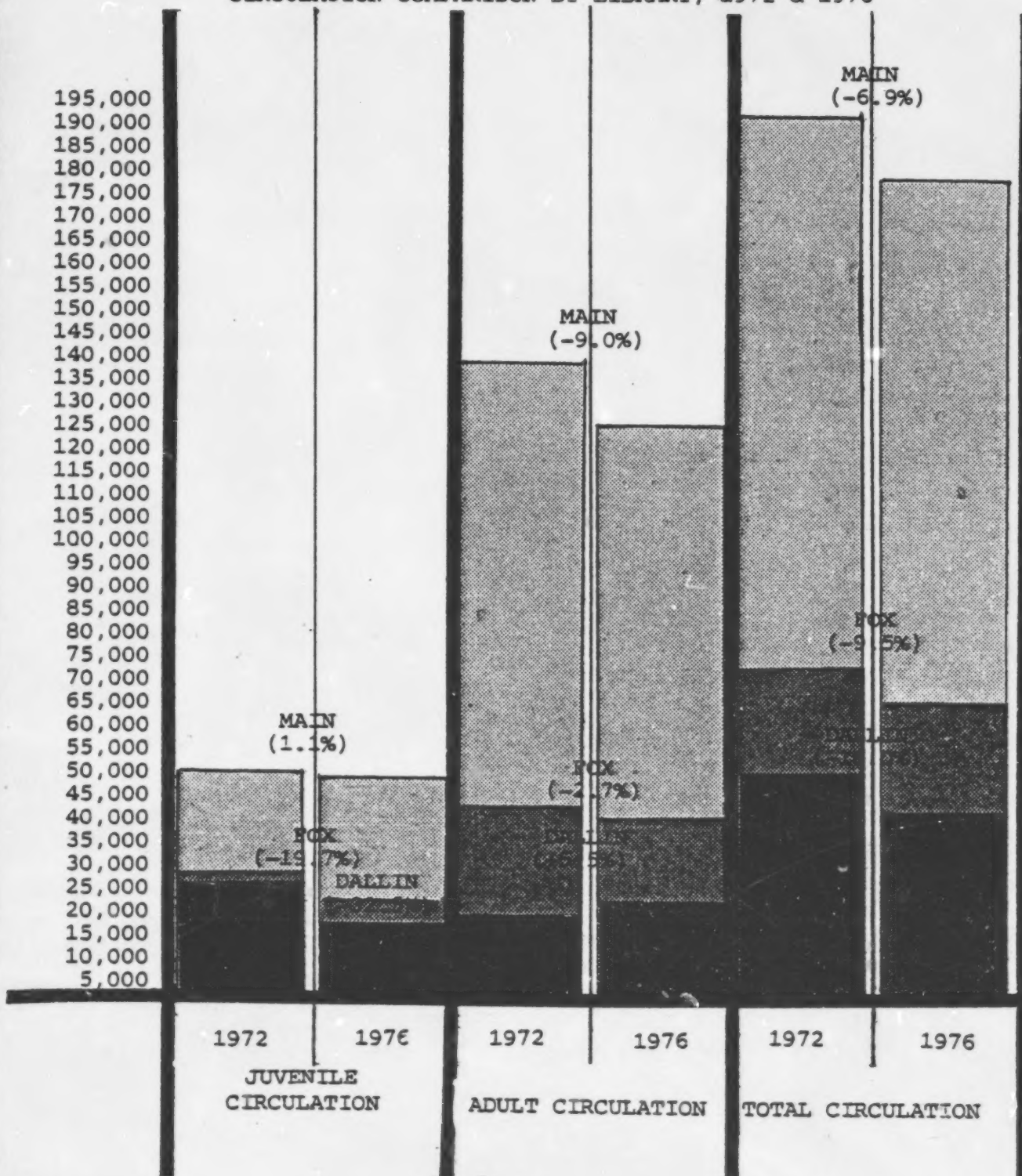
CIRCULATION BY CENSUS TRACT

<u>System</u>	<u>3561</u>	<u>3562</u>	<u>3563</u>	<u>3564</u>	<u>3565</u>	<u>3566</u>	<u>3567</u>
Dallin Juvenile	0.0%	0.0%	0.0%	6.9%	47.6%	38.6%	2.8%
Dallin Adult	0.0	0.0	0.0	10.2	41.9	42.5	3.0
Fox Juvenile	26.6	25.5	27.6	0.0	1.1	3.2	16.0
Fox Adult	30.5	32.4	20.9	3.8	0.0	0.0	12.4
Main Juvenile	2.0	3.0	22.0	28.0	3.0	17.0	25.0
Main Adult	3.5	7.2	9.5	16.9	11.3	15.5	29.3
Art & Music	7.3	8.3	8.3	11.5	6.3	16.7	25.0
1970 Population	7.7	11.8	12.8	16.2	15.4	19.9	16.2

FIGURE 8.

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CIRCULATION COMPARISON BY LIBRARY, 1972 & 1976



The main trends seen in the table above are that the three facilities appear to be used to some degree according to geography with proximity influencing and stimulating use. This is less true of the main library than the others with the main library transcending geography a bit more, probably because of its stronger collections overall and the availability of some services only at its location. This information does not answer the question as to the true need of two branch libraries in this community of less than 5.2 square miles in which no one can be any further than three miles from the main library. That difficult question requires further study, looking particularly at the possibility of the replacement of one or both of the branch facilities with bookmobile service, which traditionally provides efficient book distribution to children and to the elderly (both groups having the least mobility in most communities, and the latter not presently being served adequately by the Arlington public library system).

These samples can be further broken down into age and sex distributions.

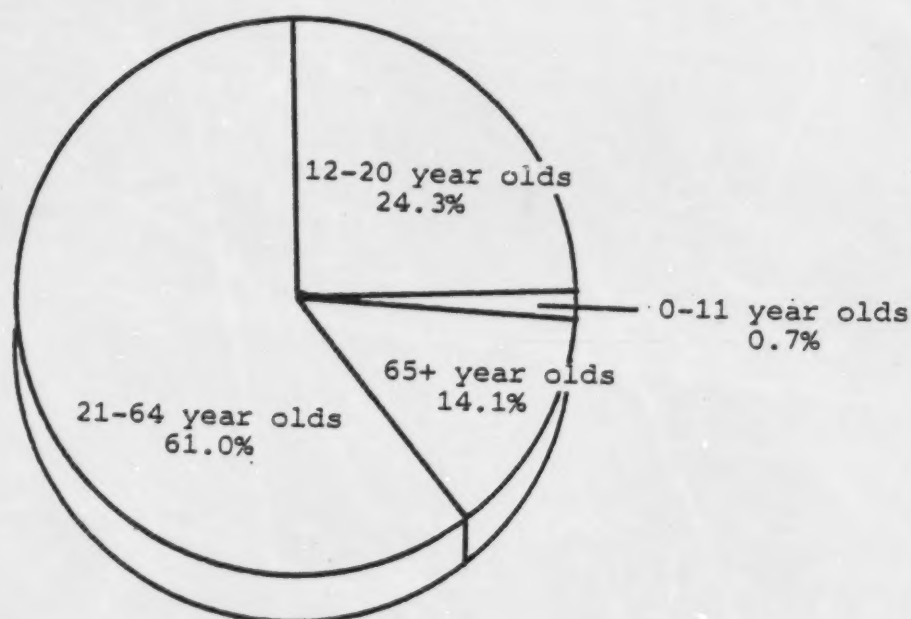
TABLE 63 .

MAIN ADULT USE BY AGE, SEX, AND NON-RESIDENCY

	<u>Female</u>	<u>Male</u>	<u>Total</u>
0 - 11 years	0	2 (100.0%)	2
12 - 20	51 (68.9%)	23 (31.1%)	74
21 - 64	127 (68.3%)	59 (31.7%)	186
65 & over	31 (72.1%)	12 (27.9%)	43
Non-resident	21 (87.5%)	3 (12.5%)	24
No age avail.	63 (64.3%)	35 (35.7%)	98
Total	293 (68.6%)	134 (31.4%)	N = 427

TABLE 64.

MAIN ADULT USE BY AGE GROUPS FOR THE TOWN



Female dominance is seen again in an even higher percentage of use as compared to registration (68.6% vs. 57.3%). The adults, especially the elderly, derived higher figures for use than they did for registration and the 12-20 year old group dropped by almost half (46.1% registration, 24.3%).

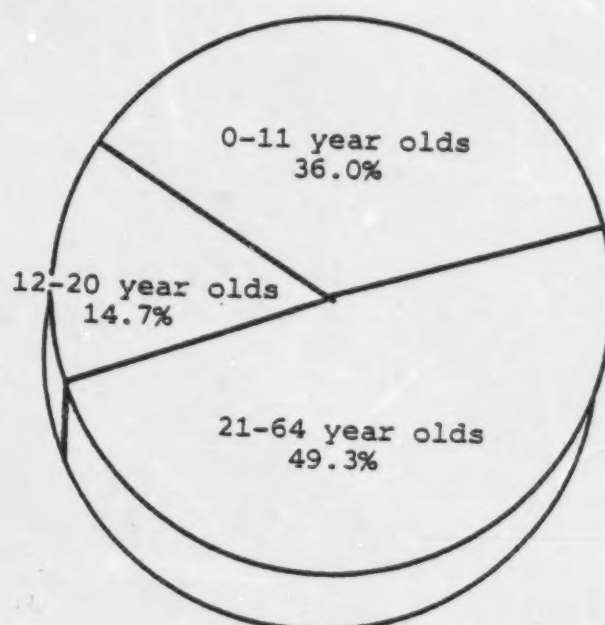
TABLE 65.

MAIN JUVENILE USE BY AGE AND SEX

	<u>Female</u>	<u>Male</u>	<u>Total</u>
0 - 11 years	19 (70.4%)	8 (29.6%)	27
12 - 20	7 (63.6%)	4 (36.4%)	11
21 - 64	36 (97.3%)	1 (2.7%)	37
65 & over	-	-	-
No age avail.	24 (96.0%)	1 (4.0%)	25
Total	86 (86.0%)	14 (14.0%)	N=100

TABLE 66.

MAIN JUVENILE USE BY AGE GROUPS FOR THE TOWN



These tables reflect, once again, female dominance (especially disturbing for the younger groups) and the fact the mother is much more inclined to bring a child to the library and use her card to charge out his/her items than the father.

A sample was also taken from the Art and Music Department circulation:

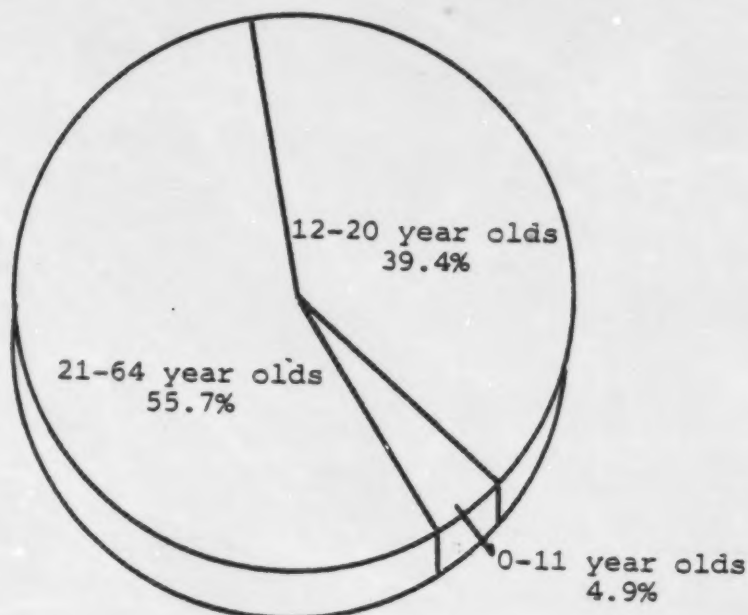
TABLE 67.

ART AND MUSIC USE BY AGE, SEX, AND NON-RESIDENCY

	<u>Female</u>	<u>Male</u>	<u>Total</u>	<u>% of Total</u>
0 - 11	1 (33.3%)	2 (66.7%)	3	3.3%
12 - 20	14 (58.3%)	10 (61.8%)	24	26.1
21 - 64	21 (61.8%)	13 (38.2%)	34	36.9
65 & over	-	-	-	-
Non-resident	2 (16.7%)	10 (83.3%)	12	13.0
No age avail.	11 (57.9%)	8 (42.1%)	19	20.7

TABLE 68.

ART AND MUSIC USE BY AGE GROUPS FOR THE TOWN



The table and figure above reveal very low use of the Art and Music Department by the elderly. This probably has occurred at least partly because of the out-of-the-way, third floor location of the department. Also, because of the nature of the materials it houses (records, eg.), the 12-20 year old group represented a significant portion of its use. Interestingly, this sample also reveals the highest (13.0%) non-resident use (probably because of the overall quality of the record collection and its appeal for people in the area). This sample also displays the closest that any of the samples come to having males percentages equal female (46.7% - 53.3%).

Samples were also done at the branch libraries, both for adult circulation and juvenile. The results of the Dallin branch use are listed below:

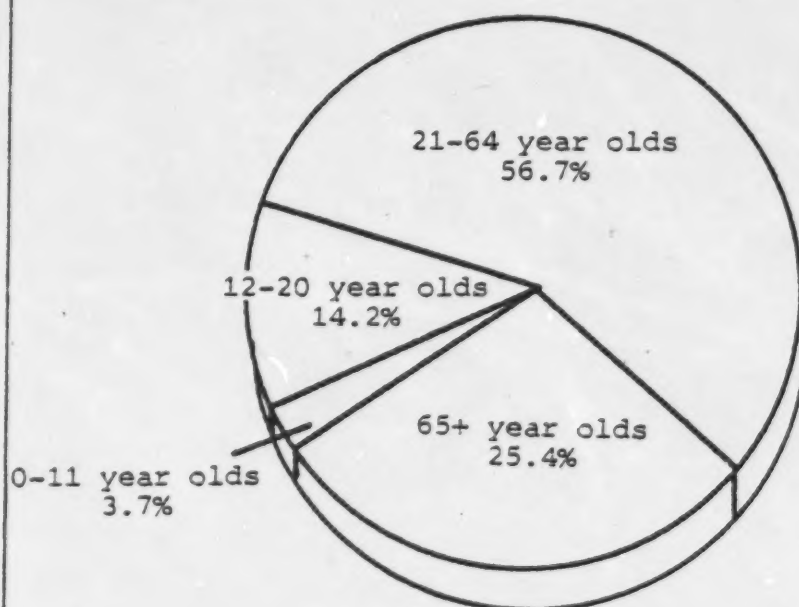
TABLE 69 .

DALLIN ADULT USE BY AGE, SEX, AND NON-RESIDENCY

	<u>Female</u>	<u>Male</u>	<u>Total</u>	<u>% of Total</u>
0 - 11 years	5 (100.0%)	-	5	3.0%
12 - 20	16 (84.2%)	3 (15.8%)	19	11.4
21 - 64	69 (90.8%)	7 (9.2%)	76	45.4
65 & over	27 (79.4%)	7 (20.6%)	34	20.4
Non-resident	4 (100.0%)	-	4	2.4
No age avail.	21 (75.0%)	8 (25.0%)	29	17.4
Total	142 (85.0%)	25 (15.0%)	N=167	100.0%

TABLE 70.

DALLIN ADULT USE BY AGE GROUP FOR THE TOWN

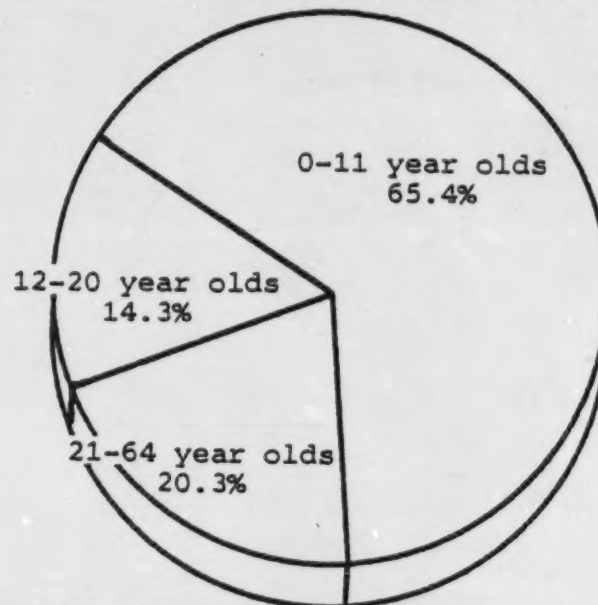


The most figures represented above are the overwhelming female use (85.0%), the lack of use by the 12-20 year olds (only 14.2% compared to 42% for the registration), and more significant use by the elderly. The juvenile sample revealed the same basic facts:

TABLE 71.

DALLIN JUVENILE USE BY AGE GROUP FOR THE TOWN

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66.2% of this sample is female and, again, only 14.3% were 12-20 (compared to 51% for registration), showing that Dallin is probably not reaching the teen population the way it should.

A similar conclusion may be reached about the Fox Branch:

TABLE 72 .

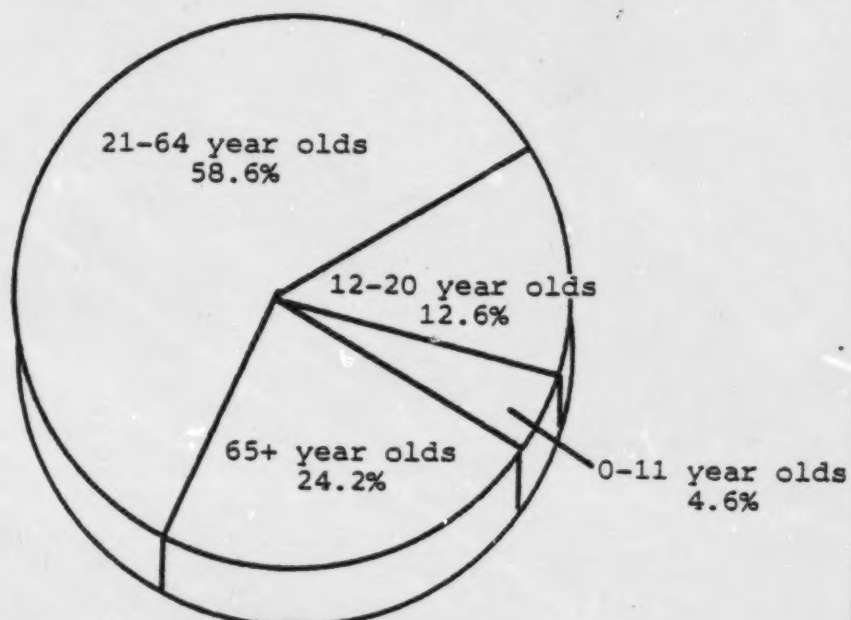
FOX ADULT USE BY AGE, SEX, AND NON-RESIDENCY

	<u>Female</u>	<u>Male</u>	<u>Total</u>	<u>% of Total</u>
0 - 11 years	1 (25.0%)	3 (75.0%)	4	3.7%
12 - 20	8 (72.7%)	3 (27.3%)	11	10.2
21 - 64	44 (86.3%)	7 (13.7%)	51	47.2
65 & over	19 (90.5%)	2 (9.5%)	21	19.4
Non-resident	3 (100.0%)	0 (0.0%)	3	2.8
No age avail.	17 (94.4%)	1 (5.6%)	18	16.7
	<u>92 (85.2%)</u>	<u>16 (14.8%)</u>	<u>N =108</u>	<u>100.0%</u>

TABLE 73.

135

FOX ADULT USE BY AGE GROUPS FOR THE TOWN



The sample shows strong female use, strong elderly use, and weak young adult use. Much of this is reinforced by the juvenile sample:

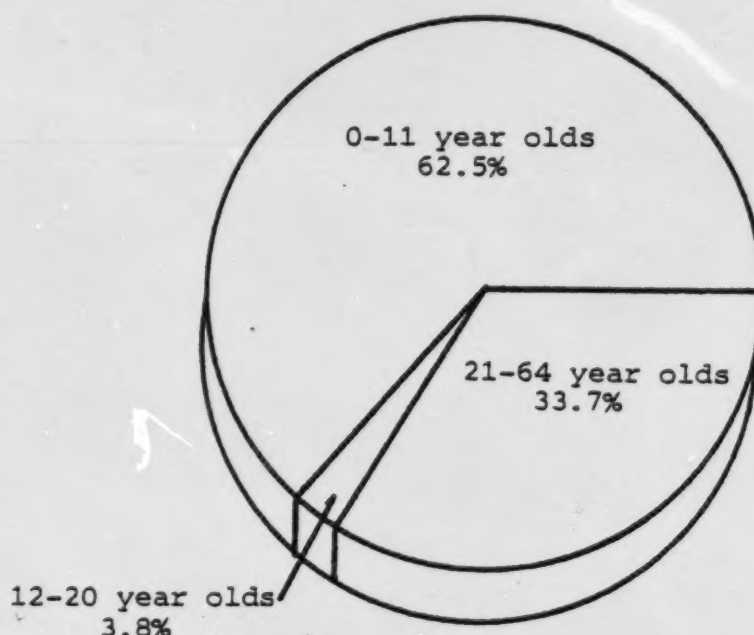
TABLE 74 .

FOX JUVENILE USE BY AGE, SEX, AND NON-RESIDENCY

				Total	% of Total
0 - 11 years	30 (60.0%)	20 (40.0%)	50		53.2%
12 - 20	1 (33.3%)	2 (66.7%)	3		3.2
21 - 64	25 (92.6%)	2 (7.4%)	27		28.7
65 & over	-	-	-		-
Non-resident	2 (100.0%)	-	2		2.1
No age avail.	11 (91.7%)	1 (8.3%)	12		12.8
Total	69 (73.4%)	25 (26.6%)	N=94		100.0%

TABLE 75.

FOX JUVENILE USE BY AGE GROUP FOR THE TOWN

Summary

Circulation figures are declining for virtually all aspects of the library system. While these figures reflect only part of what the library does, this decrease is a bit surprising in light of the fact that Arlingtonians, in general, have a strong library user profile: well-educated, higher income, more professional than clerical, etc. There are many, many factors involved in this decrease. A few of these are a book collection that is relatively old and in need of substantial weeding; a decreasing number of new books being added to the system each year; a main library building that fosters segmented collections and departmentalization that aid in the frustration of the potential user; and materials selection, ordering, and processing policies and practices that are very slow and somewhat unresponsive to the desires of the public.

D. Information Services

The Library's primary information desk is located directly in front of the main entrance to the Library. It is distinguished from the two circulation desks by a small sign marked "Reference". The labeling of the sign as such may, in some instances, confuse or inhibit patrons who perceive of their question as informational rather than reference. A member of the professional staff is always on duty at this desk whenever the Library is open. The 4 1/2 members of the Reference Department service this desk 95% of the time. A professional librarian is stationed at the catalog reference desk also during the Library's busiest hours.

The Reference Department handles general informational questions (location of books, directions), encourages and accepts reserves for any book the Library owns but is not on the shelf, takes requests for new books which patrons recommend for purchase, and for books not owned by the Library which can be located through interlibrary loan, aides patrons in research and reference questions, provides reader's advisory and handles telephone information and reference. Statistics have shown a steady increase in the number of questions handled and book service questions handled by the reference department. Circulation statistics of books is only one indicator of the use which the townspeople make of their library. While there is no completely accurate means to measure use within the Library, such statistics as the number of reference questions, book services, service circulation, pamphlet, newspaper, periodical and microfilms services indicate the public is utilizing at least this aspect of the library increasingly in recent years. In 1976 alone, the main library handled 19,483 reference questions.

Increasingly, the Reference Department has been called upon to provide a wide variety of information not traditionally associated with libraries. The public is beginning to rely on the Library for consumer information, the availability of services by community agencies, job and career related information, schedules of local events, and on a variety of other subjects.

E. Services to Groups

The Library provides direct service to many groups. Special services to adults include a rotating deposit collection at the nursing homes (1), delivery service to shut-ins when requested, weekly visits to patients at Symmes Hospital with library materials, a weekly program for the mothers of pre-schoolers, films to nursing homes, the Council on Aging and organizations, regular monthly film series, booktalks, movies for retarded adults, and the concert series.

The Young Adult Department provides book talks to 8th graders and to schools and organizations upon request, library orientation and instructional sessions on materials use, basic reference tools and the card catalog to both regular classes and such special classes as STEP, annotated booklists and bibliographies for teachers and students, a reserve shelf for students of books on specific subjects requested by teachers, puzzles, outside speakers, and in the summer the showing of 8mm and 16mm films. The staff of the Young Adult Department also participates in various programs at the schools.

Services to children are numerous and varied. Among the programs offered regularly are film strips, movies the first three Fridays of every month, nursery school visits, pre-school and special story hours, tours for the elementary schools and organizations, puppet clubs and puppet shows, sing-alongs, contests, and the summer reading club. This summer for the first time a librarian will visit the playgrounds in conjunction with the Recreation Division's summer program and next year a series of craft programs is planned. A monthly news bulletin board publicizes local programs for children and the Junior Library newsletter lists activities for children sponsored by the Library as well as games and riddles. Recordings and a listening area with a record player and earphones, pamphlet file, bibliographies and booklists, both by grade and subject, and a filmstrip viewer are also offered.

F. TECHNICAL SERVICES

Technical Services is a very important behind-the-scenes operation that is responsible for acquisitions, cataloging, and the processing of books as they are added to the library system. This department is also responsible for maintenance of the card catalog, an essential mechanism for finding library materials, by adding appropriate catalog cards for accessions and deleting them for withdrawals. It is a department that indirectly has serious impact on public service.

At the Robbins Library many catalog cards contain mistakes and inconsistencies. Much of the cataloging is not responsive to the public's needs (Perhaps, the fact that no one in Technical Services works directly with the public for any substantial amount of time is a factor.). The department has a large backlog of books to be put through the system (8-10 months for non-rush items is common).

The department uses a 3-M Fiche cataloging system that is slow, expensive, and generally produces inferior quality print-outs from which cards are made. The operations of the department lend themselves to further bottlenecks and additional mechanisms that are required because of the slowness of the system.

Some of these situations have arisen because of the system being used in the department, and others because of the book ordering philosophies and mechanics of the library. Whatever the individual and collective causes the result has been the development and perpetuation of an acquisitions, cataloging, and processing system that is slow, expensive (\$7.81 per book in 1976 -- not including many expenses charged to other departments), and error-prone. In short, it is neither efficient nor effective. The overall result has been that library users are not able to get what they want and need when they want and need it.

The entire system needs to be overhauled.

G. Miscellaneous Services.

The Library routinely provides other services of which a substantial number of library users have availed themselves. A community bulletin board for posters and announcements, a community calendar, and a display rack on the main floor allow non-profit agencies and organizations to publicize their services and activities. A bulletin board is also reserved in the art and music department for all artistic or musical announcements. The Library is also a distribution center for adult education catalogs for the High School, MRTVHS, Cambridge Adult Education Center, etc. In cooperation with the Human Resources Department the Library in 1975 and again in 1977 published and distributed the Arlington Informational Directory, a guide to available services, community agencies, and organizations. The Library also annually updates its list of Arlington organizations. Locked glass display cases located in the Main lobby and junior library are utilized by the Library, organizations and private individuals. A bulletin board and display area is provided to Arlington organizations interested in arranging monthly exhibits.

The Reference Department regularly changes book displays to highlight aspects of the collection and to provide information on timely or interesting topics. Bibliographies and annotated booklists are often prepared in conjunction with these displays. The Arlington Art Association as well as private citizens regularly exhibit in the Art and Music Department, the Browsing Area, and the two branch libraries. Circulating art prints for home use are available from the Edith Fox Library. The Library's Museum memberships enable borrowers to visit free of charge, the Museum of Fine Arts, the DeCordeva, Science Museum, Institute of Contemporary Art and Auduborn. A listening station with a record player and earphones is available in the Art and Music Department. Large Type Print books for the elderly and those with eye problems and talking books for the blind from the Perkins School can be borrowed. A coin-operated photocopying machine is available for public use in the main lobby. Slides and old photographs of Arlington and a cassette machine may be borrowed also.

Several special programs are offered each year. During National Library Week of 1977 the Library sponsored activities daily which included a career

counseling day for young adults, a plantmobile demonstration on vegetable gardening by the Massachusetts Horticultural Society, a silent film festival, poetry reading and juggling and pantomime program for children. During the year the Library also sponsored a six week Creative Arts Workshop for adults working with children featuring professionals in various fields. In the past, the Library has celebrated National Library Week by providing a speaker, often of national reputation.

CHAPTER V. CONCLUSIONS AND RECOMMENDATIONS

GENERAL CONCLUSIONS

In the preceding chapters of this study, data on the town of Arlington and its public library system have been presented and analyzed. Some of the general conclusions and specific recommendations generated by that information will be briefly presented here. For the benefit of the reader, reference will be made in parentheses to pages in the text that relate to the items under consideration.

It is impossible to summarize this report in just a few paragraphs, but several of its highlights should be reiterated as an introduction to the report's recommendations.

The Town of Arlington is a geographically small community (5.18 square miles) with a dense population distribution. It is primarily a residential area, and because of the lack of substantial available space, it is doubtful that the community would ever see significant industrial development.

Arlington is steeped in historical tradition, having played an important role in the American Revolution. Its proximity to Boston is a major factor in the cultural outlook of its population.

Arlingtonians, as reflected in federal census information, display many distinct characteristics. They are relatively older (median age of 33.5 years with 14% "65 and over" in the 1970 census - page 38). They are relatively well-educated (12.5 years of school, 71.6% high school and 17.8% college graduated for those 25 years and older - pages 38-39). They earn more than the state average (median family income of \$12,247 vs. \$10,835 for the state) and could best be described as "middle middle class" (page 40). They are engaged in primarily "white collar" occupations (67.6% of employed persons - pages 40-41). They have small families (in 1970 there were only 3.02 persons per household compared to 3.42 for the state as a whole with only 45.7% of the families having children - page 44). There are variations within areas of the town (pages 48-60), but in general, the population of Arlington displays many of the qualities that are associated with strong library use (page 47).

The Robbins Library system itself also displays many distinct characteristics. The number of Per-

sonnel (pp.73-77) is higher than the median of the study's comparisons and, more importantly, there are obstacles to the development of a flexible, strong organization. One of the more significant of these is the physical arrangement of the library system (three facilities and the Main Library's heavy departmentalization dictated by the segmentation of the building into many rooms).

The financial picture of the Library has many contradictions. "Personal Services" represent over 75% of expenditures, but individual salaries, especially those of the professional staff, are relatively low (p.75). Critical areas, such as materials expenditures, have not kept pace with inflation and rising costs, and the Library's recent budget history shows a significantly lower increase as compared to the Town as a whole (p.80). Interestingly, the per capita financial support for the Library is above the median of the surveyed communities (p.78). These factors all raise serious questions about the allocation and use of library resources.

The facilities of the library system remain a major concern (pp.82-96). The Main Library is architecturally beautiful but not conducive to ease of use by the public or to cost effective staffing. There are some projects, e.g. a more logical arrangement of the book collections, that could result in some slight improvements in the use of the present facilities. However, truly significant change can only be brought about by a major renovation/addition project.

The materials collections are in need of a great deal of attention. New book acquisitions have been decreasing as a result of expenditures losing some of their purchasing power to increased costs for new titles (p.102). In addition, the book collection has impressive quantity (191,781 volumes in 1975), but its usefulness is lessened by age of material. Random samples of holdings show that almost half of the collection has not been used in the last two years (p.105). These obsolete and little-used materials should be withdrawn from the collection.

While audio-visual collections need further development in general, the circulating record collection is one of the best in the local area (p. 107).

Despite the facts that Arlingtonians fit the general profile of "typical library users" and that financial support for the Library has a relatively strong history, there are a number of indicators that show that

many aspects of library services are being utilized less than one might expect. Informational services have grown steadily in recent years, but actual circulation of materials has been steadily declining (pp.127-128). While library services include much more than the mere taking of materials from the building, this declining circulation situation is disturbing nonetheless.

This situation is caused by a combination of factors which include an inadequate, over-crowded building that is difficult to use; the slow deterioration of the book collection; the lack of strong programs or special services for easily-identified groups, such as young adults and the elderly; and the adherence to policies, practices, and procedures that may have been effective at one time but which have become less responsive to changing public needs.

RECOMMENDATIONS

The recommendations are not presented in a priority listing but, rather, are grouped together for the sake of cohesiveness.

Organization and Administration

1. There should be a clarification of the roles and responsibilities of the Town Manager, Board of Trustees, and Library Director (pp.58-69).

Any organization without strong definition of responsibility and authority is going to find itself struggling intramurally on occasion. To avoid possible conflict and to ensure not only the smooth day-to-day operation but the long-term direction of the Library, the clarification of these legal questions should be accomplished.

2. There is a need for a comprehensive statement of the Robbins Library's goals, objectives, and policies to include the internal coordination of same for its various departments and the external roles the library should play in relation to other agencies, the school department, for example (p.69).

The Library needs to define its role in the community. Closely related to this, is the need for a similar definition for the library's internal departments. For example, what should the role of the branch libraries be both in relation to the Main Library and in relation to the general areas they

serve? These statements should be reviewed periodically and should provide the general basis for annual management objectives and budgetary considerations.

3. Written by-laws for the Board of Trustees should be established (p.68).

The Board now functions on informal understandings. While the Board has been able to perform under those circumstances, it would be better organizationally to adopt written by-laws (written with some flexibility) to aid in the understanding, functions, obligations and responsibilities. This would be especially valuable to new members of the Board.

4. The internal reporting system involved in the communication of necessary information, e.g. use statistics and financial statements, should be made more uniform and regular (p.72).

The Library already keeps excellent statistics in many vital areas, but there appears to be a breakdown in getting information to the appropriate decision-making center in a form conducive to ease of use. This would also aid in developing stronger internal fiscal controls.

Facilities

5. The Robbins Library should build a substantial addition (pp.82-91).

Space and its efficient organization are major problem areas. An addition would help to solve not only space problems but also might prove to be an aid in solving staffing and organizational difficulties if constructed with flexibility and not with segmentation.

6. Further study should be given to the future of the branch library system (pp.110-112).

Branch systems generate added costs through duplication of services. Many citizens are willing to pay for this convenience (in some cases, branch

services might be more than a convenience; they might represent the only way some people will obtain these services). However, no one yet knows exactly what that cost is. There are figures for direct costs, but nothing exists to deal with indirect costs, such as book processing, union lists of holdings, etc. The question of the future of the branches requires a considerable amount of further study before any recommendation could be made one way or the other.

7. Parking at the Main Library should be improved (p.82).

Parking remains a problem virtually everywhere in Arlington Center and the Library is no exception. Inadequate parking is a real deterrent to library use. Perhaps, additional parking could be obtained as part of a building program.

8. The buildings need to be adapted for use by the handicapped (pp.83, 92, and 94).

This could be part of a building program at the Main Library. The facilities now not only virtually bar the handicapped, but often act as deterrents to elderly use.

9. The Main Library needs more signs of an informational and directional nature, both internally and externally (pp.84-85).

The Robbins Library with its confusing arrangements is very difficult to use without adding to a user's burden by having no clear signs.

10. As much of the present facilities as possible should be air-conditioned.

Especially in the Main Library, there is a serious problem in the summer because of no air-conditioning. Both staff and users suffer, and much time is lost through lower productivity. It would be difficult to air-condition efficiently the present building with its high ceilings and open, dead space, but it should be investigated further.

11. A security system should be installed to prevent book theft (pp.84 and 102).

The Library loses a substantial number of materials each year through theft. Although the building does not lend itself easily to such a system and the overall security of the building is poor, this should be seriously considered.

12. The Main Library's circulation desks should be combined into one instead of an "in" and an "out" (p. 84).

This would save staff time, increase flexibility in scheduling, and decrease patron confusion.

13. Many areas should be repainted and refurbished to enhance their atmosphere for the people they are serving (p. 86).

Atmosphere is extremely important, especially in the young adult, children's, and browsing areas.

Collections

14. A massive initial and continuous weeding program for the book collections should be undertaken to remove obsolete and little-used materials (p. 106).

The book collection contains a great deal of material that has little usefulness. To enhance the overall value of the collection and to relieve some pressure on overcrowded bookshelves, these materials should be removed. Further, to prevent a recurrence of this situation every effort should be made to engage in an almost continuous weeding program with a significant number of withdrawals each year.

15. Unnecessary separate book collections should be done away with and interfiled with general collections to decrease user confusion and to avoid non-essential duplication (pp. 84-86).

Specifically, these moves might include inter-filing separate "oversize" collections, the business collection, and the non-fiction from the young adult area. These and other possible moves are dependent on shelving space generated by a substantial weeding program.

16. A logical rearrangement of the Main Library's book collection should be undertaken to aid users in locating materials, with shelving divisions and general areas clearly identified (pp. 84-86).

This is closely related to Recommendation 15 in attempting to take maximum advantage of existing space and to develop arrangements designed for the easiest possible use by the public.

17. A materials selection policy should be written to provide clearly understood guidelines under which items would be added to or deleted from the collection (pp. 101-102).

The Library has been functioning with informal understandings rather than clearly stated policies. This lack of stated direction lends itself to the development of collections that often contain the results of many different interpretations of those informal understandings.

18. Book ordering mechanics and all Technical Services operations should be reviewed and revised in the context of responsiveness to public needs, cost, and overall effectiveness (p. 139).

Within established policies, getting library users what they want when they want it is fundamental to public service. Anticipating needs and the efficient cataloging and processing of materials to meet those needs is essential. The Library's present system is very slow, expensive, and not particularly effective.

19. Assuming the population remains relatively stable, the library system should be adding at least 10,000 not unnecessarily duplicated titles annually (p. 102).

Some duplication is necessary because of the branch system (approximately 2,000 volumes), but the Library has not met the recommended level (even with duplicates) for many years. In 1976, for example, the entire system added only slightly more than 8,000 volumes. This decline in acquisitions has been a significant contributor to the decline of the book collection.

Personnel

20. Job descriptions for each position should be written after a job analysis is performed (pp. 70 & 73-77).

Who is doing what and why often is a mystery at the Robbins Library which now has classification rather than job descriptions. Unfortunately, many positions with the same classification are doing totally different jobs. When this analysis is completed, each employee will have a better understanding of his job and management will be in a better position to make intelligent decisions on the present use of personnel and will be able to do some personnel planning for the future.

21. Written personnel policies should be generated and updated annually (p. 70).

These should be given to each present employee and to any future ones as part of an orientation to the library and as a reminder of their rights and responsibilities as employees.

22. A comprehensive library organization chart should be done to clarify relationships among positions and functions (p. 72).

A definition of internal roles and responsibilities is essential to the smooth functioning of the Library.

23. Orientation, training, and continuing education programs should be developed (p. 71).

At present, orientation and most training is of a very informal "apprenticeship" nature. Continuing education for many employees is non-existent, for others non-systematic. Without these programs, it is difficult to aid employees to grow in their jobs and to maintain high standards of productivity.

24. The selection process for all positions should be systematized and include an affirmative action program (p. 71).

Recruitment and selection mechanics have been somewhat haphazard and need to become more organized to ensure the flow of qualified applicants and to conform to the Town's affirmative action goals.

25. An effective performance review system should be developed to provide employees with meaningful feedback on and input into their job performance (pp. 71-72).

Personnel development and individual growth need constructive feedback as aid to obtaining and maintaining good standards of productivity and job satisfaction.

26. The entire Library classification and pay plan should be reviewed for disparities among Library positions themselves, between Library and other town salaries, and between Robbins and other public library salaries (pp. 75-76).

Robbins Library salaries, particularly those of professional personnel, are significantly lower than they should be, leaving the Library in a vulnerable position in attempting to attract and hold on to qualify personnel. This whole area needs serious future investigation.

Among these are a dedicated, service-oriented staff; a history of a strong public service philosophy; availability through convenient library locations and extensive hours; strong children's programming; an excellent record collection; active film and music programs; strong informational services; and many dedicated supporters among the Town's citizens.

This study and these recommendations are put forth as an effort to ensure that the Robbins Library becomes all that it can be and is the type of public library the Town of Arlington needs and deserves.

Programs and Services

27. Effective and consistent circulation and registration policies should be put into effect for the entire system (pp. 69-70).

Many of these policies and their resulting practices need to be reviewed for their effectiveness. In addition, they should be made consistent throughout the system to avoid staff and public confusion.

28. Procedure manuals, updated periodically should be created for all departments (pp. 69-70).

Too many procedures are transmitted only verbally, adding difficulties to training and cross-training personnel and lending themselves to inconsistencies.

29. The children's departments for the entire system should focus on service to individuals only up through the sixth grade.

At present, the branches now have this focus, but the Main Library does not. Seventh and eighth grades have a natural reluctance to be put in an area also serving pre-schoolers. They should be included in the focus of young adult services. No area should arbitrarily exclude age groups, however. The Libaary should design services for particular groups, but if the needs of individual users are best met in service areas "not for them", there should be no formal barriers to their obtaining those services.

30. More programming and special services should be done with easily identified groups, such as young adults, the elderly, and organizations of the Town, to bring them to the Library and the Library to them (pp. 31, 34).

A public library can be of great service in a variety of ways to various groups. The Library now does significant programming, especially for children, but there do exist many groups that do not benefit from this.

31. The Library should expand its function as an information center (pp. 30-31, 36).

Present information services are substantial, but to meet community needs, the scope of these services should be broadened to the point where the public may call or visit the Library and receive information on virtually any subject. In addition to the Library's traditional reference function, this would include the Library's acting as a depository for reports by and about the town, its collection and dissemination of information on areas such as town services, organizations, and educational opportunities, and the development and maintenance of general referral service to appropriate community agencies.

32. The Library should consider some alterations in its hours: opening the Junior Library one or two nights per week; not opening Friday nights during the summer; and opening Saturdays during the summer from 9 AM to 1 PM.

The Library's present hours are substantial and would appear to meet most public needs. However, experimenting with Junior Library nights and summer Saturday mornings might prove worthwhile in providing slightly more convenient alternatives to the public. Conversely, Friday night summer openings should be statistically analysed to determine their value.

33. The Library should develop an on-going active public relations program, both internal and external (p. 30).

Present publicity is not bad but needs to be more systematized. It does little good to provide meaningful services and programs without spreading the maximum word about them. The Library needs to "sell" its products a bit better.

Recommendations for improvement carry with them almost by definition a certain critical tone. It should be emphasized that the Robbins Library, while in need of change in some areas, has a good many positive qualities.